AGENDA

DEL NORTE SOLID WASTE MANAGEMENT AUTHORITY CITY OF CRESCENT CITY COUNTY OF DEL NORTE STATE OF CALIFORNIA

Board of Supervisors Chambers Flynn Center 981 H Street Crescent City, CA

For more information call 465-1100 or email dnswma@recycledelnorte.ca.gov

3:15 PM CALL MEETING TO ORDER

PLEASE NOTE: The Board will hold closed Sessions (if scheduled and necessary) at the end of the open portion of the meeting.

PUBLIC COMMENTS:

3:15 PM ANY MEMBER OF THE PUBLIC MAY ADDRESS THE SOLID WASTE MANAGEMENT AUTHORITY ON ANY MATTER ON OR OFF THE AGENDA. After receiving recognition from the Chair, please give your name and address for the record. Comments will be limited to three minutes.

1. REPORT FROM DEL NORTE SOLID WASTE TASK FORCE

Note: Solid Waste Task Force Meeting of 18 November 2013 did not have a quorum present, and so no official meeting was held.

Letter from Wes Nunn regarding Del Norte Solid Waste Task Force recommendations pertaining to Authority Ordinances, and related sections of City and County codes. **

2. CONSENT AGENDA

Approve minutes, Special Session, Wednesday November 13, 2013 **

END CONSENT AGENDA

3. DIRECTOR'S & TREASURER'S REPORTS

Agenda items 3.1 through 3.5 are provided for information only

- Acting Director's Report ** 3.1
- Treasurer/Controller Report for October 2013 ** 3.2
- Claims approved by Treasurer & Director for November 2013 ** 3.3
- Monthly Cash and Charge Reports for November 2013 ** 3.4
- Earned Revenue Comparisons between FY12/13 and FY13/14 ** 3.5

END DIRECTOR'S & TREASURER'S REPORTS

DISCUSSION/ACTION ITEMS

4. LANDFILL POSTCLOSURE

- Discussion and possible action regarding the 'Corrective Action Financial Assurance Cost Estimate for Water Release' from EBA Engineering, 4.1 dated 27 November 2013. **
- Discussion and possible action regarding road improvements to enable 4.2 access for a drill rig to drill two investigative wells at the Crescent City Landfill.

5. COLLECTIONS FRANCHISE

Discussion regarding the formation, responsibilities and history of the Del Norte Solid Waste Management Authority with respect to defining and 5.1 monitoring the service standards for collections of discards in Del Norte County, and the ability to grant franchises for waste hauling and/or collection and processing of mixed recyclable materials. **

6. TRANSFER STATION - No Items

7. GENERAL SOLID WASTE AUTHORITY MATTERS

- 7.1 Discussion and possible action regarding proposals received for Assessment of the Del Norte Solid Waste Management Authority. **
- 7.2 Discussion and possible action regarding approval of a 'Consulting Services Agreement for an Assessment of the Del Norte Solid Waste Management Authority' for an amount not to exceed \$62,284, or a lesser amount depending on the proposal selected, and authorize the Chair to sign the agreement. **
- 7.3 Discussion and possible action regarding approval of a budget transfer from Salaries to Professional Services in an amount sufficient to cover the cost of the Consulting Services Agreement for Assessment of the Del Norte Solid Waste Management Authority. **
- 7.4 Discussion and possible action regarding Authority staffing needs and opportunities.
- 7.5 Discussion and possible action regarding letter of 25 November 2013 from Spencer Fine of the California Department of Resources Recycling and Recovery (CalRecycle) regarding successful review of Authority's 2012 Electronic Annual Report. **

^{**} Asterisk next to Agenda Item indicates an associated attachment

December 5, 2013

To: The Del Norte Solid Waste Management Authority

From: Wesley Nunn, Chair of the Del Norte Solid Waste Task Force

Dear Del Norte Solid Waste Management Authority Board Members,

Earlier this year, at the request of the DNSWMA Board, the local task force (LTF) passed a motion to make recommendations to the DNSWMA Board regarding certain DNSWMA ordinances. The LTF reached a final decision as to the recommendations and I respectfully submit to the Board at this time a draft reflecting the recommendations. It must be noted that due to recent failures to produce a quarum at recent meetings, the draft presented is not a final draft voted on by the task force members.

On November 20th the current draft of the recommendations was distributed to each task force member for their consideration and each member was strongly encouraged to submit any concerns, corrections, recommendations and critiques. A copy of each task force member's response is included and should be considered along with the draft itself.

Also, please note that Section II, subsection b. (Community Voice), is a list reflecting matters raised by members of the public, not a list necessarily reflecting whether or not the LTF agrees with each matter raised by the public.

Wesley Nunn, Chair

DEL NORTE SOLID WASTE TASK FORCE

RECOMMENDATIONS

December 4, 2013

I. <u>RELEVANT HISTORY/FACTS</u>

- a. In 1992, the Del Norte Solid Waste Management Authority (hereafter DNSWMA) was formed.
- b. Since the hiring of a code enforcement officer by the County in 2005, illegal dumping has decreased dramatically.
- c. In 2008, the DNSWMA passed certain ordinances independently and in addition to the City of Crescent City and the County of Del Norte, specifically 2008-01, 2008-02 and 2008-03. The DNSWMA originally anticipated regular use of the services of a blight officer under contract.
- d. On July 24, 2012 the Board of Commissioners directed the local Task Force (hereafter LTF), as an independent body, to review the DNSWMA Ordinances 2008-01, 2008-02, and 2008-3, and to make recommendations regarding whether changes should be made, pursuant to the concerns stated below.

II. GENERAL CONCERNS

a. In General

During the existence of these ordinances, concerns have arisen from community members, and from members of the DNSWMA and LTF. The concerns most commonly raised are:

- 1. Duplication of regulation (verbatim duplication of County Code).
- 2. Supremacy (the potential problem of the enforcement of the ordinances of certain districts that overlap other districts, and confusion from which ordinances will be used where the districts overlap).
- The preference of current blight officers to rely on State code and City/County ordinances instead of DNSWMA ordinances.

b. Community Voice

The LTF held several public workshops. The following concerns were raised by members of the public.

- 1. The tendency for the layers of ordinances to overlap (State, City, County, DNSWMA) and create confusion as to what areas require what compliance and under the enforcement of which entity.
- 2. The language of the Authority Ordinances is found to be onerous and difficult to follow or decipher.
- 3. Any possible effect the ordinances may have of forcing landlords to be potentially held criminally responsible for their tenant's violations of the ordinances.
- 4. The ordinances, as written, appear intended to lay the groundwork for mandatory trash service.
- 5. Whether the DNSWMA should be involved in the business of blight, nuisance, and code enforcement or whether this should be covered just by City and County.

c. Contractual Obligations with Recology

The LTF recognizes and acknowledges that certain provisions of DNSWMA ordinances are in place to satisfy certain contractual obligations on the part of DNSWMA with Recology, which may be satisfied by adopting these provisions, *verbatim* from 2008-1, into City and County, or just County ordinances, specifically:

- 1. Flow control, and
- 2. Enforcement of Collections Franchise

d. Outdated Code

Of some concern is that some of the City and County ordinances are rather outdated.

III. <u>EFFICIENCY/PRACTICABILITY</u>

a. Goals

The main goal here is to see and implement a uniform set of code enforcement/blight control ordinances and eliminate repetitive, overlapping ordinances and to minimize confusion and which, to the degree practical, would have the City and County mirror as many of the same ordinances as possible.

The LTF acknowledges that writing of new ordinances can become an undertaking, requiring the involvement of legal staff for the consideration of certain legal requisites. However, as a more practical approach, and as an alternative to 'reinventing the wheel', the use of as many City and County ordinances as are currently in place that can be used would help reduce an otherwise onerous task. It has been suggested that, because the DNSWMA Ordinances are primarily a *verbatim* duplication of County code, and because code enforcement officers in Del Norte County seldom utilize the DNSWMA Ordinances, the repeal of certain DNSWMA Ordinances would be beneficial to eliminate repetition and overlap, and avoid confusion.

LTF recognizes that certain portions of 2008-01, specifically; 'Theft of Service', 'Inadequate Service', and 'Lack of Service', may be beneficial to enforcement efforts if retained by adopting or incorporating these provisions into City and/or County ordinances.

IV. <u>LTF FINDINGS</u>

Following several public workshops, LTF, through sub-committees and as a whole, found each of the following:

- a. LTF found that some confusion for the general public stems from the existence of overlap and repetition of ordinances, as well as overlap of districts. A person, for example, residing in the City is potentially regulated by the overlap of State, County, City, and DNSWMA ordinances.
- b. Years of practical application have shown that the current City and County blight officers seldom use the DNSWMA Ordinances by reason that the combined use of California law with the current County and City codes have proved sufficient.
- c. Certain provisions in the ordinances would be beneficial to retain or adopt, specifically; "theft of service", "lack of service", and "inadequate service".
- d. The DNSWMA appears contractually obligated to Recology to retain certain ordinances, specifically; (1) Flow Control and (2) Enforcement of the Collections Franchise. These provisions could be assimilated *verbatim* into City and County, or just County ordinances.

V. <u>RECOMMENDATIONS</u>

After numerous meetings by LTF sub-committees and by LTF as a whole, the LTF adopted the following declarations and thereon makes the following recommendations:

- A. That certain DNSWMA ordinances are in place to satisfy contractual obligations to Recology and recommends the City and/or County adopt and assimilate, *verbatim*, these DNSWMA ordinance provisions into City and/or County ordinances, specifically,
 - (1) Flow Control; and,
 - (2) Enforcement of the Collections Franchise
- B. That certain provisions of DNSWMA 2008-02 would be beneficial to enforcement efforts if incorporated into City and County ordinances and recommends the City and/or County adopt these provisions of 2008-02 into their ordinances; specifically,
 - (1) Theft of Service;
 - (2) Inadequate service; and,
 - (3) Lack of service
- C. That the existing combination of State Code statutes with City and County ordinances provides the tools sufficient for effective code enforcement and blight control, and recommends that after the implementation of "A" and "B" above, the Del Norte Solid Waste Management Authority repeal Ordinance 2008-02 in its entirety.

The LTF also recommends the following as possible considerations:

D. That the City and County consider, at their discretion, to update their current ordinances as needed.

From: "brad cass" <brad.cass@tolowa.com>

To: wesedworld@charter.net
Cc: tedd@recycledelnorte.ca.gov
Date: 11/20/2013 02:39:27 EST

Date: 11/20/2013 02:39:27 EST Subject: RE: Solid Waste Task Force members

This looks ok to me Wes. I can support the verbiage in this recommendation. Can we take a vote via "phone poll" with the members of the Solid Waste Task Force Member to be considered a vote of the members – supporting or not supporting the recommendation? Can this only be done in a public meeting (perhaps so)? I appreciate all the time you have put into this. Sorry I was unable to attend the last meeting. What happened to the Task Force letterhead that Tedd was going to work on?

Thank you,

Brad Cass

Natural Resources Director

Smith River Rancheria

From: wesedworld@charter.net [mailto:wesedworld@charter.net]

Sent: Wednesday, November 20, 2013 11:25 AM

To: brad cass

Subject: Solid Waste Task Force members

Please see attached time sensitive material.

Wes Nunn

*****Smith River Rancheria Confidentiality Notice***** This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed.

"Ray Martell" <rmartell@yuroktribe.nsn.us>

wesedworld@charter.net, "Tedd Ward" <tedd@recycledeinorte.ca.gov>, "'Patricia Black'" From:

<hazcat@charter.net>

11/20/2013 03:52:22 EST

Subject: RE: Solid Waste Task Force members

Chairman Wes,

I understand the need to have this out the door. That if fine, I get it. Go for it, I am generally ok with the recommendations. I expect that more recommendations based of these findings will follow. But I am concerned that this summary does not reflect some of the bigger issues as to why the DNSWMA ordinances were put in place originally.

It is my understanding that the Authority was formed to close the land fill and find a solution to divert our waste. So after sitting on the DNSWNA Board and the LTF for some time, I have come to ask myself the question "what does the DNSWMA actually do?". I have "heard" the answer to this question several times. But I have actually become more cynical of the this "quasi" municipality that is making an apparent power grab. The ordinances 2008-1 and 2008-2 appear to be in place to create a justification for expanding, or just to continue the Authority. However, the Authority has never had the resources to enforce any of them. In my opinion, If these ordinances are repealed, then there is less justification for the existence of the Authority as it currently exists. The landfill is closed, the waste is being diverted, and reports are being filed to the appropriate agencies. The maintenance of the landfill is an part time technician level job, the contracts can be overseen by the County Council, the Gate can be run by the Trash Hauler, etc.... So maybe these ordinances are just a symptom of a larger problem?

These same ordinances are in existence within the jurisdictions of the City and the County proper. This is a duplicated (in the case of the Authority, a triplicated) effort. I feel that the City and County should be the ones who are best to serve their citizens. After some time, I feel that the DNSWMA has gone in a direction that has taken away jurisdiction from the City and County, but with little or no results to show for it. If the City and the County need to update their codes, then that onerous duty should fall on them. Having too many ordinances in place allows for agencies to "pick and choose" their violations. This is simply not ethical, efficient or practical.

The contractual obligations to Recology, in my opinion, appear the be the basis for the eventuality of mandatory trash service. The concept of mandatory service is not in itself a bad thing. It just needs to make sense to all parties involved, including the citizens. These contractual obligations are just that, words on paper. Again, this type of oversight may best reside with the County Counsel itself, bypassing a layer of bureaucracy.

The problem with the moving date of the LTF meetings is problematic: When I first joined the board, the

meetings were the same time every month. So I scheduled my busy life around that time. When the weeks and days start moving, flexibility became an issue for me, and I assume others as well. Tell us the date and time of the meetings. If we keep asking every member for their "preferred" date, we will never have a consensus. You're the Chairman, make the decision, and tell us when and why it will be on those days.

I know this is a little long, but thank you for the opportunity to comment on the draft recommendations.

Respectfully,

-Ray Martell

From: wesedworld@charter.net [mailto:wesedworld@charter.net]

Sent: Wednesday, November 20, 2013 11:28 AM

To: Ray Martell

Subject: Solid Waste Task Force members

Please see attached time sensitive material.

Wes Nunn

From: "David Mason" <dmason@co.del-norte.ca.us>
To: "Ray Martell" <rmartell@yuroktribe.nsn.us>

To: "Ray Martell" <rmartel@yuroktribe.iisii.us/
Cc: wesedworld@charter.net, "Tedd Ward" <tedd@recycledelnorte.ca.gov>, "Patricia Black"

<patandgalal@yahoo.com>, "Brad Cass" <brad.cass@tolowa.com>, "Joel Wallen"
<jwallen@ihfpcorp.com>, "Andy Larson" <larsonservs@gmail.com>, "Mary Wilson"

<oceanworldca@earthlink.net>, "Ralph Dickey" <hazcat@charter.net>

Date: 11/20/2013 05:44:29 EST

Subject: Re: Solid Waste Task Force members

I agree with Ray, just name a time and place and lets get this done.

On Wed, Nov 20, 2013 at 12:52 PM, Ray Martell < rmartell@yuroktribe.nsn.us > wrote:

Chairman Wes,

I understand the need to have this out the door. That if fine, I get it. Go for it, I am generally ok with the recommendations. I expect that more recommendations based of these findings will follow. But I am concerned that this summary does not reflect some of the bigger issues as to why the DNSWMA ordinances were put in place originally.

It is my understanding that the Authority was formed to close the land fill and find a solution to divert our waste. So after sitting on the DNSWNA Board and the LTF for some time, I have come to ask myself the question "what does the DNSWMA actually do?". I have "heard" the answer to this question several times. But I have actually become more cynical of the this "quasi" municipality that is making an apparent power grab. The ordinances 2008-1 and 2008-2 appear to be in place to create a justification for expanding, or just to continue the Authority. However, the Authority has never had the resources to enforce any of them. In my opinion, If these ordinances are repealed, then there is less justification for the existence of the Authority as it currently exists. The landfill is closed, the waste is being diverted, and reports are being filed to the appropriate agencies. The maintenance of the landfill is an part time technician level job, the contracts can be overseen by the County Council, the Gate can be run by the Trash Hauler, etc.... So maybe these ordinances are just a symptom of a larger problem?

These same ordinances are in existence within the jurisdictions of the City and the County proper. This is a duplicated (in the case of the Authority, a triplicated) effort. I feel that the City and County should be the ones who are best to serve their citizens. After some time, I feel that the DNSWMA has gone in a direction that has taken away jurisdiction from the City and County, but with little or no results to show for it. If the City and the County need to update their codes, then that onerous duty should fall on them. Having too many ordinances in place allows for agencies to "pick and choose" their violations. This is simply not ethical, efficient or practical.

Declaration of Richard Miles

I, Richard Miles, am a current member of the Del Norte Solid Waste Task Force. I do not have E-mail available. Chair Nunn delivered a copy of the letter and draft recommendations to my residence. I state the following concern to the DNSWMA Board:

I wish to emphasize that under California State law, a landlord is ultimately responsible for the refuse on their property, including and up to criminal responsibility. I make reference to the Diehl case from years ago in which the City of Crescent City brought criminal charges against local landowner Mr. Diehl for refusing to clean up his property. The City also extradited Mr. Diehl from Washington State for the prosecution.

A distinction may be made between California State law that renders a landowner criminally responsible for blight and a landlord's criminal responsibility for the criminal acts of their tenants under DNSWMA ordinances that imply that a landlord's failure to subscribe to trash service may be held criminal. My main point here is that, irrespective of the DNSWMA ordinances, a landlord is ultimately criminally responsible under California law for blight of the landlord's property.

Chair Nunn acted as scripter of this declaration.

whard m miles

Dated: 11-21-13

Richard Miles

"Patricia Black" <patandgalal@yahoo.com>

"Ocean World" <oceanworldca@earthlink.net>, "Andy Larson" <larsonservs@gmail.com>, To: "Wes Nunn" <wesedworld@charter.net>, "Joel Wallen" <jwallen@ihfpcorp.com>, "Dave Mason"

<dmason@co.del-norte.ca.us>, "Brad Cass" <brad.cass@tolowa.com>, "Ray Martell" <raymus@charter.net>, "Karen Sanders" <jesuskmc@yahoo.com>, "Ralph Dickey"

<hazcat@charter.net>

"Tedd Ward" <tedd@recycledelnorte.ca.gov>

11/28/2013 11:21:53 EST Date:

Subject: comments on recommendations

Dear Wes,

Thank you for your thoughtful letter allowing us enough time to comment on the draft recommendations. As you mentioned, it will be a delight to all of us to put this matter behind us and move forward with more of a focus on recycling and related matters.

I think you have done a good job of pulling together the various elements we have discussed, and, as you requested, I am sending you my comments.

- c. Just in point of fact, as I understand it, the Authority does contract the 1. services of a blight officer, Dave Mason, by arranging with the county to pay for his time when he is working for DNSWMA.
- a. 1. It's amazing how long it takes to even begin to learn all that is involved in II. solid waste management. It's been over a year and I am still learning new things constantly. This time I actually went online and looked up all the city and county codes I could find. While both the city and county nuisance codes were quite lengthy and up to date, the only county code I could find on the matter of solid waste referred to a garbage dump (now closed) and the city code also made no mention of waste reduction issues. I think you refer to this in II.d. It may be that there are other codes somewhere on solid waste, recycling, the transfer station, etc., but they were certainly not easily found. As I write this I realize that most of the focus of our discussions has been on blight, which is covered in Authority ordinance 2008-02.
 - b.2 Since the blight ordinances are pretty consistent across the city, county, authority, it appears that the public is having trouble reading and understanding any ordinances, so this would apply across the board.
 - V. As I read the recommendations more carefully, I think that flow control and enforcement of the collections franchise are actually covered in 2008-01, rather than 02. 2008-02 does seem to mirror the city and county ordinances. Ordinance 2008-01 is quite extensive, very well thought out, and could, of course, be adopted in its entirety. It covers flow control and enforcement of the collections franchise while still securing the rights of individual property owners and of small business people like landscapers and contractors to self haul the solid waste created in the course of their business. None of the matters in 2008-01 are in the current county ordinances, as noted above, since they were written half a century ago.

MINUTES

DEL NORTE SOLID WASTE MANAGEMENT AUTHORITY CITY OF CRESCENT CITY COUNTY OF DEL NORTE STATE OF CALIFORNIA

Regular Session, Wednesday, November 13, 2013, 3:15 PM

PRESENT:

Commissioner Rich Enea, Chair

Commissioner Roger Gitlin Commissioner Rick Holley Commissioner Mike Sullivan Commissioner Mary Wilson Legal Counsel Martha Rice

Acting Director/Program Manager Tedd Ward

Treasurer/Controller Richard Taylor

ABSENT:

None

ALSO PRESENT:

Bill Cochran, Redwood Leavitt Insurance

Karen Phillips, PS Business Services Jay Sarina, CAO Del Norte County

Dave Slagle, Hambro/WSG Clinton Schaad, County Auditor Tommy Sparrow, Recology Joel Wallen, Hambro/WSG

3:15 PM CALL MEETING TO ORDER

Chairman Enea called the meeting to order in regular open session at 3:15 p.m.

3:15 PM PUBLIC COMMENTS

The following person(s) addressed the Authority: None.

REPORT FROM DEL NORTE SOLID WASTE TASK FORCE – no items
 Note: Solid Waste Task Force Meeting of 10 October 2013 did not have a
 quorum present, and so no official meeting was held.

The following report was made: No meeting was held on October 10th; however, November 25th is the next meeting date. Commissioner Wilson noted that the

Task Force had been discussing Authority Ordinances, and she asked staff to place this item on the agenda for the next Authority meeting for discussion.

2. CONSENT AGENDA

- 2.1 Approve minutes, Special Session, Wednesday October 23, 2013
- 2.2 Approve Budget Transfers from Payroll to Treasurer and Auto Insurance.
- 2.3 Approve payment of Invoice 1000153069 from Clean Harbors Environmental Services in the amount of \$29,048.00 for the annual household hazardous waste collection event of 21 September 2013.
- 2.4 Approve payment of Invoice 111247 from North Coast Laboratories in the amount of \$5,369.00 for landfill water sample analysis services. 10671 20232

END CONSENT AGENDA

There were no public comments regarding the consent agenda. Commissioner Wilson noted that in Item 2.1- Minutes there were two typographical errors on page 4 that should be corrected to "known" and "forensic". Commissioner Gitlin asked to have 2.3 and 2.4 pulled for separate action to allow discussion and explanation. Acting Director Ward explained items 2.3 and 2.4 and the reason for those requests for payment. Commissioner Gitlin thanked staff for explaining the items and helping to make items transparent.

On a motion by Commissioner Gitlin, seconded by Commissioner Holley, and unanimously carried on a polled vote, with Commissioner Sullivan absent, the Del Norte Solid Waste Management Authority approved and adopted the consent agenda, consisting of items 2.1-2.4, as listed above.

URGENCY AGENDA ITEM

Acting Director Ward asked that an item be added to the agenda for this meeting to discuss and possibly take action on approval of a budget transfer and payment of the waste discharge requirements (WDR) fee to the State Water Resources Control Board in the amount of \$64,817.00, as this invoice was received at the Authority office after the agenda was posted, and action is required before the next meeting as the due date for this fee is before the next regular Authority Meeting.

On a motion by Commissioner Gitlin, seconded by Commissioner Wilson, and unanimously carried, with Commissioner Sullivan absent, the Del Norte Solid Waste Management Authority found that this matter arose subsequent to the posting of the agenda and action was necessary prior to the next regularly scheduled meeting, and so was added to the agenda for this meeting for discussion and possible action.

Acting Director Ward reported that a budget transfer would be needed to cover the full cost of the annual waste discharge requirements permit fee of \$64,817 to the State Water Quality Control Board for fiscal year 13/14. This is a substantial increase over the amount budgeted for this fee (\$55+ was budgeted for this year) based on the figures paid last year. Staff is attempting to get the landfill rating lowered by drilling investigation wells at the Crescent City Landfill, which are hoped to demonstrate a relatively lower threat that would justify a reduction in the Threat/Complexity rating and a lower WDR Fee. Staff noted that the North Coast Regional Water Quality Control Board sets the Threat/Complexity rating, and the State Water Quality Board adopts a fee schedule and collects fees. Staff noted that this fee is not based on any newly discovered threat posed by the landfill, nor is it based on any actions, errors, or omissions at the Crescent City Landfill.

Once the monitoring wells get installed there is a chance that the rating could be lowered and the fees reduced. Acting Director Ward discussed the negotiation process that has occurred to date and the protest of the Threat/Complexity rating and associated fee.

Commissioner Sullivan entered the meeting at 3:33 p.m.

On a motion by Commissioner Wilson, seconded by Commissioner Gitlin, and unanimously carried on a polled vote, the Del Norte Solid Waste Management Authority approved partial payment of up to \$32,500.00 for the WDR Fee and directed that a letter protesting the fee be sent with partial payment, noting the previous negotiations, costs, and delays in drilling the investigation wells.

Discussion was held regarding delivering the protest in person to the Regional Water Quality Board and asking them to work with the Authority. By consensus, staff was directed to deliver the protest to the Regional Water Quality Control Board in person.

3. DIRECTOR'S & TREASURER'S REPORTS Agenda items 3.1 through 3.7 are provided for information only

- Acting Director's Report 231501 3.1
- Request for Proposals for Assessment of the Del Norte Solid Waste 3.2 Management Authority, as disseminated. 130101
- Copy of letter to Hambro/WSG acknowledging donation and 3.3 delivery of materials valued at \$17,410.00 to the Crescent City Landfill for repairs and erosion control. 080104 040901
- Treasurer/Controller Report for September 2013 3.4
- Claims approved by Treasurer & Director for October 2013 3.5
- Monthly Cash and Charge Reports for October 2013 3.6
- Earned Revenue Comparisons between FY11/12 and FY12/13 3.7

END DIRECTOR'S & TREASURER'S REPORTS

The above reports, which were included in the agenda packet, were reviewed by Acting Director Ward, including noting that the first round of gate attendant interviews will be held November 14th. Mr. Ward reported that America Recycles Day is November 15th and Recology Del Norte is presenting *Trashed*, the movie at College of the Redwoods that evening, and that he would be offering a free compost workshop at the Family Resource Center as part of their Food Day activities. Commissioner Wilson noted that she met with staff prior to the Board meeting to address how monthly expenses were being tracked and reported. Item 3.4 was corrected and the previous reports were revised with the help of the County Auditor. The donation of "dirty fines" by Hambro may be worthy of the "Green Ribbon Award" for community service. No action was taken.

DISCUSSION/ACTION ITEMS

4. LANDFILL POSTCLOSURE

4.1 Discussion and possible action regarding quote(s) for environmental liability insurance for the Crescent City Landfill. 091401

Acting Director Ward reported on the quotes for environmental liability insurance. Another quote came in from the Leavitt Group with the lowest quote being \$5,710 and going up from there. Staff recommended that the Authority hold off on purchasing the insurance at this time. Commissioners concurred with staff even though there were four years of audit recommendations supporting the purchase of the insurance in light of no reserve funding set aside for this purpose. Commissioner Gitlin wants to put aside an amount of \$12,000 per year (\$1,000 per month) to establish an account for future claims.

A motion by Commissioner Gitlin to set aside \$1,000 per month to establish an environmental liability reserve fund died for lack of a second.

Mr. Cochran from Redwoods Leavitt Insurange explained the insurance coverage under the proposals, which do not include first party coverage. When asked if there were other claims paid by other communities, staff noted that there was one claim found, but staff was unsure why it was paid when the contract appeared to exclude the act that they paid on. Chairman Enea asked that staff request the outside auditor check on claims that might have been filed and who would pay if there is a claim from the landfill.

4.2 Discussion and possible action regarding a letter of 26 September 2013 from the California Department of Resources Recycling and Recovery (CalRecycle) regarding financial assurance demonstrations for corrective action costs. 060901

Acting Director Ward reported on the September 26th letter and pledge of revenue agreement as proposed in the agenda packet, and the addition of an expiration date (expiring Feb 2036, unless revised or amended by the Authority). Commissioner Wilson read a portion of the letter from Cal Recycle for the record. She noted that she found it to be very confusing.

Consensus was given by the Del Norte Solid Waste Management Authority to have staff continue negotiation with Cal Recycle, including a sunset clause.

4.3 Discussion and possible action regarding potential to improve a road at the landfill to enable access for a drill rig to drill two investigative wells at the Crescent City Landfill. 230102

Acting Director Ward reported on the landfill access and possible roadway improvements. Approval has been given by the appropriate agencies to get the road improved for the placement of the investigation wells. Four hundred feet of road improvements will be installed by the County Road Department. A geo textile will be laid with approximately 4 inches of gravel on top to form the base of the roadway. The investigation wells are needed to provide data to justify a reduction in the threat rating of the Crescent City Landfill issued by the North Coast Regional Water Quality Control Board and save the Authority money by reducing WDR fees based on this rating.

On a motion by Commissioner Holley, seconded by Commissioner Sullivan, and unanimously carried on a polled vote, the Del Norte Solid Waste Management Authority approved and directed staff to continue pursuit of the most cost and time-effective method to install the investigation wells at the Crescent City Landfill, including up to \$7,500.00 in costs to improve an access road and potential additional costs for project support from the Del Norte County Engineering Department.

5. COLLECTIONS FRANCHISE - No Items

6. TRANSFER STATION

6.1 Discussion and possible action regarding possible participation with Cal Recycle's 2014 Statewide Waste Characterization study.

Acting Director Ward reported on the opportunity to participate in a Statewide Waste Characterization Study organized and paid for by CalRecycle. The last time such a study was completed was 1997. Acting Director Ward recommended that the Authority participate in the study this next year to provide valuable waste stream information for future program planning, though such a study is not required at this time by any law or regulation.

A motion by Commissioner Holley to participate in the study died for lack of a second. No action was taken.

7. GENERAL SOLID WASTE AUTHORITY MATTERS

7.1 Discussion and possible action regarding Authority staffing needs and opportunities.

Discussion was held regarding staffing needs and opportunities. There is no additional information other than the staffing report above.

7.2 Discussion and possible action regarding a letter from Senator Alex Padilla requesting support for Senate Bill 405. 120502

Discussion was held regarding a letter of support for SB 405 forwarded from the City of Crescent City, phasing out the use of single-use plastic bags. Commissioner Gitlin opposed the bill based on our weather and the function that plastic bags give to our residents. Commissioner Wilson noted that Safeway is opposed to this bill and noted that other areas are charging for bags. She is also personally opposed to the bill. Commissioner Holley noted that there are other issues that are surfacing with the use of these bags. No action was taken.

7.3 Discussion and possible action regarding direction for the potential deployment of the remaining Authority-directed complimentary bin pulls for Community Cleanup. 031205

Discussion was held regarding the use of the remaining complimentary trash bins. Staff recommended: 1) authorize the delivery and pickup of a complimentary bin from Recology Del Norte; 2) request that Hambro/WSG waive their portion of the disposal fees for the mixed solid waste from this cleanup disposed in that bin; and 3) authorize the waiving of the Authority portion of the fees for solid waste for the material placed in that bin.

Commissioner Gitlin gave the background for this request and the selection of the site. County Code Enforcement Officer Dave Mason noted that the County's Code Enforcement program has followed the Union Street (old Ruth compound) and Broad Street property for some time; it has experienced some illegal dumping in the unimproved county right of way. Staff feels that this is the most appropriate use of the bin this year. The Board of Supervisors approved this matter yesterday at their meeting. This request is the same as the City's recent clean-up; the County would pay for/absorb the fees of the per unit charges onto their account. Commissioner Sullivan asked what the plan was to make sure that there are no more funds spent in this area. He sees people taking advantage of others using this as an opportunity to dump in the area. Mr. Mason suggested putting a gate at the end of Union Street and Maiden Lane to keep people out of that area since there are no residences. Commissioner Wilson thanked Mr.

Mason for his work in cleaning up the city and county. A meeting will be held in early December to discuss blight clean up in the community with the assistance of county staff

On a motion by Commissioner Sullivan, seconded by Commissioner Wilson, and unanimously carried on a polled vote, the Del Norte Solid Waste Management Authority approved the recommendations of staff listed above (1-3).

Commissioner Sullivan left at 4:56 p.m.

7.4 Discussion and possible action regarding communications with Spencer Fine of the California Department of Resources Recycling and Recovery (CalRecycle) regarding Authority compliance with State mandatory commercial recycling requirements. 180501

Acting Director Ward reported on communications with Spencer Fine.

Commissioner Wilson wanted to know why the exemption to the program was not included in the letter and the enforcement issues were. Staff noted they felt the items had been addressed and so they were left out. No action was taken.

7.5 Discussion regarding the formation, responsibilities and history of the Del Norte Solid Waste Management Authority with respect to compliance with the California Integrated Waste Management Act of 1989, as amended, including programs related to used motor oil, oil filters, household hazardous wastes and other materials and products banned from mixed waste disposal. 101503

Acting Director Ward reported on the Authority's history and compliance with State recycling and household hazardous waste management planning requirements, mandates and reporting. Commissioner Wilson noted that the total disposal tonnage amount was up from previous years, the biomass reporting. Other changes included the closure of Hambro's Eco-store and halting local composting operations. Commissioners thanked staff for giving these updates. Commissioner Gitlin would like to have a bulleted sheet for his information in the future.

ADJOURN

There being no further business to come before the Authority, Chairman Enea adjourned the meeting at 5:11 p.m., until the next regularly scheduled meeting on December 11, 2013.

	Date	1 1
Richard Enea, Chair Del Norte Solid Waste Management Authority		
ATTEST:		
Richard Holley, Clerk of the Board	Date	1 1
Monara Honey, Clork of the Board		



Del Norte Solid Waste Management Authority

1700 State Street, Crescent City, CA 95531 Phone (707) 465-1100 Fax (707) 465-1300 www.recycledelnorte.ca.gov

Director's Report

Date:

11 December 2013

To:

Commissioners of the

Del Norte Solid Waste Management Authority

From:

Tedd Ward, M.S. - Acting Director / Program Manager

File:

231501 – Authority Work Plans

Attachments:

Letter of 21 November 2013 to Matthias St. John , Executive

Director of the North Coast Regional Water Quality Control

Board

Treecycling coupon & billing insert

Summary: The Del Norte Solid Waste Management Authority continues to operate the Klamath, Gasquet and Del Norte County Transfer Stations and to provide required monitoring, accounting and reports to overseeing agencies. I am in regular contact with the Authority Chair regarding setting work priorities and informing him of delayed or deferred activities.

Major Activities since the Authority Meeting of 13 November 2013:

- Conducted backyard composting workshop at Crescent Elk Middle School on 16 November 2013 with thirteen attendees, mostly from College of the Redwoods Environmental Science Class.
- Initiated and coordinated the installation of locks on all bins at the Gasquet and Klamath Transfer Stations in response to concerns expressed by the Houawa Moua, Local Enforcement Agent for CalRecycle, after his inspection at the Gasquet Transfer Station finding bins open and trash strewn about.
- 3. Collected stormwater samples from the DNC Transfer Station and the Crescent City Landfill.
- 4. Worked with Del Norte County Engineering and Roads Departments to complete improvement of access road at landfill for drilling

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investigation wells. (agenda item 4.2)

- Conducted interviews with applicants for Refuse Site Attendant position, hiring Katherine Brewer as a new temporary part-time refuse site attendance. (agenda item 7.4)
- 6. Initiated phone conference with North Coast Regional Water Quality Control Board (RWQCB) staff on 27 November 2013 regarding partial payment of Waste Discharge Requirements (WDR) Fee and ongoing appeal of the Threat / Complexity rating for the Crescent City Landfill. (Described below under 'Compliance')
- 7. Revised and distributed coupons promoting free 'Treecycling' of holiday trees to five retail tree sellers around Crescent City as well as providing electronic copies to the Forest Service station in Gasquet for those obtaining tree cutting permits. The back side of these two-sided coupons suggests waste-reduction tips for the holiday season. These coupons were also included as inserts in Recology Del Norte's most recent billing. These holiday waste reduction tips are also the basis for DNSWMA's current ads on KPOD and KCRE.

Holiday trees will be accepted at the Del Norte County Transfer Station for no charge through Friday January 31, 2014, and Recology Del Norte residential and multi-family customers can have a tree collected from their house for no charge during this same period. This program is made possible by continued support and coordination from Hambro/WSG and Recology Del Norte.

- 8. Reviewed, commented, and distributed revised version of the Cost Estimate for Corrective Action for Water Releases at the Crescent City Landfill. (agenda item 4.1)
- 9. Received, distributed, and posted to website copies of three proposals to Assess DNSWMA on 02 December 2013. (agenda item 7.1)
- 10. Responded to information request from Nicki Ruszczycky of CalRecycle regarding the capacity and throughput of the Gasquet, Klamath and Del Norte County Transfer Stations.
- 11. Replaced FAX machine and reconfigured administrative offices to increase security.

Participated in a meeting spearheaded by Commissioners Gitlin and Enea to discuss control and abatement of graffiti on 05 December 2013.

At this meeting, I committed to set aside 15 gallons of white paint and 15 gallons of beige paint at the Del Norte County Household Hazardous Waste Building to be made available at no cost for graffiti abatement on either public or private property.

Participants in this meeting asserted that graffiti was less of a problem on walls with art or murals on them. I offered that under the Authority's existing grants from the Department of Conservation, Division of Recycling, the Authority could contribute towards or sponsor the painting of one or more murals on specific walls visible to the public provided the images included messages supporting beverage container recycling. If this is a concept supported by the Authority Board, I will contact the Mural Society to see how we might best coordinate such an effort, and report back to the Board at a subsequent meeting.

Personnel / Staffing: All Authority-managed facilities were open during posted hours and all shifts were covered. Isabel Valdez and Lisa Babcock participated on interview panels organized by the Del Norte County Personnel Department, and Isabel Valdez and I interviewed four applicants approved by the panel. Working interviews were held for three applicants with refuse site attendants at Gasquet, Klamath, and the Del Norte County Transfer Station. Based on these interviews, Katherine Brewer was hired as a temporary part-time Refuse Site Attendant, and her training began on 05 December 2013.

Finances and Audits: I have asked Authority Treasurer Richard D. Taylor to coordinate with County Auditor Clinton Schaad on the development of a new written amortization or payment schedule that we can all agree acknowledges all payments made to date on the I-Bank Loan and Lease agreements, and adjusts the interest due accordingly.

Unfortunately, in during this reporting period, claims were prepared and signed paying Hambro/WSG for both September and October, with a resulting drop in the Authority's Cash Balance as reported by the County Auditor for October. I have clarified with our staff that these large claims are to be prepared just once each month, and will strive to be more cognizant of this issue as claims are signed.

Compliance: Despite repeated efforts to arrange a face-to-face meeting as directed by the Board, due to scheduling conflicts and Thanksgiving holidays this was not possible. Before the invoice deadline, DNSWMA submitted the payment described below with the attached letter of explanation. Prior to this meeting, I had communicated with Chair Enea and Authority legal counsel Martha Rice the following approach:

At the DNSWMA meeting of 13 November, the Board approved paying the Regional Water Quality Control Board half of the Waste Discharge Requirements Fee invoice of \$64,817 for the Crescent City Landfill for FY 13/14. During the discussion, it was not clear on the amount the Board wanted me to pay, and so I have interpreted this direction as authorization to pay '...up to half' of this invoice amount. At the time of the meeting, I was not fully aware that the WDR Fee amount for a '2A' closed landfill was less than half of the fee for a '1A' closed landfill.

Considering that we are trying to assemble convincing arguments that this facility deserves a threat/complexity rating of '2 A' rather than its current threat/complexity rating of '1A,' I thought it might make more sense to pay the annual amount for a 2A facility, which is \$28,045. This amount is less than half of the amount of the Invoice, but I felt it would be more consistent with the Board's intent as I understood it, in that if we pay more than this amount, we are essentially acknowledging that we agree we should pay more than the WDR Fee for a '2A' facility. The NCRWQCB staff may not agree, and could insist on full payment, but it seems our arguments will be slightly more consistent if we pay the '2A' amount.

The phone conference went as well as could be hoped, with the Director of the RWQCB understanding the intent of DNSWMA that if these investigation wells yield data that justified a re-designation of the Threat/Complexity rating for the Crescent City Landfill from "1A' to '2A' this would represent full payment of DNSWMA's WDR Fee obligations for FY 13/14. He understood the reason for this payment and the amount. RWQCB staff were pleased that the access road was being built and that the investigation wells would be installed soon.

Director Mathias St. John said that the invoicing and payments of these WDR Fees were administered by the State Water Resources Control Board, and that he was not certain the RWQCB's understanding of the reasons for this reduced payment would be enough to stop threatening letters issued by this State agency warning of possible consequences of 'underpayment,' such as fines of up to \$1,000 per day. He said that RWQCB staff would likely prepare a written response within the next few weeks.

Programs / Policies: Staff trainings with respect to FEMA requirements and ethics continue continue to be temporarily deferred.

Concerns: Detective Barber of the Del Norte County Sheriff's office is continuing his investigation into the unaccounted funds. There is no new information about this investigation available at this time.

Major Activities anticipated before Authority Meeting in January 2013:

- Follow-up as directed with respect the Assessment of the Authority. 1.
- Conduct investigation regarding payment of claims on landfill liability insurance 2. policies.
- Personally conduct Inspections of certified oil recycling centers in Del Norte 3. County, as required under CalRecycle's Oil Payment Program.
- Draft revised policy for accepting residential fluorescent tubes at the Del Norte 4. County Transfer Station.
- Coordinate and prepare any needed facility and/or permit changes in preparation for receiving all architectural coatings at the Del Norte County 5. Transfer Station under PaintCare's California paint product stewardship program.

Del Norte Solid Waste Management Authority

1700 State Street, Crescent City, CA 95531 Phone (707) 465-1100 Fax (707) 465-1300

21 November 2013

Mr. Matthias St. John, Executive Director North Coast Regional Water Quality Control Board 5550 Skylane Boulevard, Suite A Santa Rosa, CA 95403

SUBJECT:

\$28,045 partial payment of Invoice WD-0086531 and the Del Norte Solid Waste Management Authority's Continuing Appeal of the '1A' Threat /

Complexity Rating for the Crescent City Landfill

Dear Mr. St. John:

The Del Norte Solid Waste Management Authority (Authority) appreciates the temporary re-classification of the Crescent City Landfill from a 1A Threat/Complexity rating to a 2A. The intent of this agency is to drill two investigation wells in the next few months that will provide additional information that may demonstrate that a 2A Threat/Complexity rating is more appropriate for this rural, relatively small closed landfill.

The full spectrum of reasons for this appeal was described in a letter sent to the North Coast Regional Water Quality Control Board (NCRWQCB) in December 2010. Since that time, Authority and NCRWQCB met, and the Authority has submitted the "Groundwater Investigation Work Plan for the Crescent City Landfill June 2013." The drilling of these investigation wells has been delayed as the Authority faces challenges of reduced Authority staff associated with the recent retirement of the Authority's former Director, coupled with the logistical challenges of working within the schedule of the contracted drilling company and needing to first improve the access roads across sand so the drill rig can reach the well locations. The Authority is now working with the County Engineering and Road Departments to address these challenges. We are planning to have these wells drilled within the next two to three months.

Though these wells have not yet been completed, the Authority maintains that a 2 A Threat/Complexity is a more appropriate rating for this closed landfill. At the last regular meeting of the Authority Board of Commissioners on 13 November 2013, the Authority Board authorized a partial payment on Invoice WD-0086531. Though the '1A' Threat / Complexity Rating remains in appeal, the Authority agrees that if the Crescent City Landfill was designated with a '2A' rating, the full amount of that 2A WDR Fee for this closed landfill for



fiscal year 2013/2014 would be \$28,045. As this amount is not in dispute, this is the portion of this invoice the Authority is paying at this time.

We hope that your agency will find this partial payment acceptable and will allow the Authority time for these investigation wells to be completed and data collected so both of our agencies have more information before concluding this matter. The Authority is planning to provide this information to NCRWQCB staff within the next six months.

I have requested a meeting with you and your staff so we can discuss these issues further face to face. We hope that you agree with this approach. If you would like to discuss any of these issues further, please don't hesitate to call me at (707) 465-1100.

Sincerely,

Tedd Ward, M.S. – Acting Director / Program Manager

Del Norte Solid Waste Management Authority

Mard

cc: Gina Morrison, Regional Water Quality Control Board, North Coast Region Jim Barnts & Rick Lauchstedt, Del Norte County Engineering Department Robert Black and Martha Rice, Authority's legal counsel

TW:tw



This Holiday Season Give More, Waste Less, & Save \$\$

Gifts that Trim Your Waste line: Wrapping with Less Waste:

- Make crafts, jams, or baked goods as gifts.
 - Give your time for child care, painting, housecleaning, lawn mowing, repairs, or photography.
- Consider reusable and more durable products, rechargeable bàtteries or solar powered devices.

- Wrap one gift inside another, Save wrapping paper and in scrap fabric, or reuse a tin box or gift bag.
- Gift wrap with newspaper comics or sport sections.
- Tie with any yarn, fabric, netting, or ribbon.
- Buy wrapping paper with recycled content.

After the celebrations:

- ribbons for reuse later.
- Bag packing peanuts (no styrofoam blocks), for reuse or bring to Julindra Recycling.
- Flatten corrugated cardboard for recycling at curbside or at community dropoff centers.

Happy Holidays from the Oel Norte Solid Waste Management Authority for more information, call 465-1100 or visit: www.recycledelnorte.ca.gov

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Solid Waste

Balance Sheet

October 31, 2013

Unaudited

ASSETS

422 010 00000	Cash Solid Waste	322,955.98
422 010 00300	Imprest Cash	100.00
422 010 01100	Accounts Receivable	138,922.91
422 010 03200	Land	493,000.00
422 010 03300	Transfer Station	3,266,990.64
422 010 03400	Equipment	158,443.55
422 010 03410	Buildings & Improvements	141,638.89
422 010 03440	Accum Depr Equipment	(152,275.00)
422 010 03450	Accum Depr Bldg & Improv	(74,730.24)
422 010 03460	Accum Depr Transfer Station	(673,852.00)
	Total Assets	3,621,194.73

LIABILITIES AND FUND EQUITY

422 010 05103 422 010 05210 422 010 05300 422 010 05400 422 010 05500 422 010 07100 422 010 09600	A/P Services Sublease Payable Compensated Absences Payable Deferred Revenue Post Closure Liability Fund Balance Investment in Capital Assets net of related debt Revenue Expenditure	162.67 3,006,941.38 44,130.79 138,922.91 2,650,636.00 (2,735,112.72) 531,748.00 851,079.09 (867,313.39)
	Expenditure Total Liabilities and Fund Equity	(867,313.39) 3,621,194.73
	Total Elabilition and Falla Equity	

Statement of Revenues and Expenditures 4 Months Ended 10/31/2013

	_	CURRENT MONTH ACTUAL	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	% EXPENDED
Revenues:		00 074 00	60,302.00	244,594.00	(184,292.00)	24.65%
422-421-90153	Franchise Fees	20,871.00 0.00	0.00	500.00	(500.00)	
422-421-90210	Code Enforcement	861.81	861.81	1,000.00	(138.19)	
422-421-90300	Interest - Solid Waste	154,325.93	505,326.50	1,760,000.00	(1,254,673.50)	
422-421-91003	Gate Tipping Fees Authority Service Fees	83,049.99	278,287.89	969,825.00	(691,537.11)	
422-421-91004	Misc Reimbursements	0.00	603.78	1,000.00	(396.22)	
422-421-91121 422-421-90650-060	Oil Grant 12/13	0.00	0.00	15,000.00	(15,000.00)	
422-421-90650-061	Oil Grant 13/14	0.00	0.00	15,000.00	(15,000.00) 136.18	0.00%
422-421-91003-099	Gate Tipping Fees - Prior Yr	136,18	136.18	00.0 00.0	5,560.93	0.00%
422-421-91004-099	DNSWMA Tipping Fees - Prior Yr	5,560.93	5,560.93 0,00	15,000.00	(15,000.00)	
422-421-91129-067	DOC Grant - 12/13	0.00 0.00	0,00	15,000.00	(15,000.00)	
422-421-91129-068 Total Revenues	DOC Grant 13/14	264,805.84	851,079.09	3,036,919.00	(2,185,839.91)	28.02%
F						00 700/
Expenses: 422-421-10010	Payroll	16,046.31	103,357.74	306,724.00	203,366.26	33.70% 8.19%
422-421-10012	Overtime	32,76	81.90	1,000.00	918.10 11,836.15	28.70%
422-421-10015	Part-time/Temp	1,536.99	4,763.85	16,600.00	58,117.81	31.38%
422-421-10020	Retirement	4,393.25	26,575.19	84,693.00 83,243.00	52,211.89	37.28%
422-421-10030	Employee Benefits	7,664.16	31,031.11 94.40	331.00	236.60	28.52%
422-421-10033	Employee Life Insurance	22,40 39,66	223.02	1,295.00	1,071.98	17.22%
422-421-10035	Management Life Insurance	2,240.83	8.963.32	26,890.00	17,926.68	33.33%
422-421-10040 Total Salaries and	Worker's Compensation Benefits	31,976.36	175,090.53	520,776.00	345,685.47	33.62%
		296.72	770.58	2,200.00	1,429.42	35.03%
422-421-20121	Communications Household Expense	353.62	779.12	3,500.00	2,720.88	22.26%
422-421-20140	Insurance-Office	0.00	0.00	6,200.00	6,200.00	0.00%
422-421-20150 422-421-20151	Liability Insurance	0.00	0.00	7,500.00	7,500.00	0.00% 0.00%
422-421-20152	Vehicle Insurance	0.00	0.00	1,400.00	1,400.00	26,35%
422-421-20155	Liability Insurance	0.00	678.00	2,573.00	1,895.00 500.00	0.00%
422-421-20170	Maintenance-Equipment	0.00	0.00	500.00 500.00	333.54	33.29%
422-421-20171	Maintenance-Vehicles	. 158.33	166.46 0.00	500.00	500,00	0.00%
422-421-20175	Maintenance-Computers	- 00,0 0,00	0.00	500.00	500.00	0.00%
422-421-20180	Maint-Structures/Improvements & TS M	0.00	1,200.00	7,500.00	6,300.00	16.00%
422-421-20200	Memberships	2,18	14.14	100,00	. 385.86	3.54%
422-421-20221	Printing Postage	138.90	512.75	1,400.00	887.25	36.63%
422-421 - 20223 422-421-20224	Office Supplies	0.00	862.62	7,000.00	6,137.38	
422-421-20227	Books/Subscriptions	0.00	0.00	399.00	399.00	
422-421-20230	Prof Serv-Co/City	66.61	176.04	10,000.00	9,823.96 16,589.05	
422-421-20231	Prof Serv	569.70	3,410.95	20,000.00 30,000.00	24,631.00	
422-421-20232	Prof Serv-Well Monitoring	5,369.00 0.00	5,369.00 0.00	9,500.00	9,500.00	
422-421-20233	Audit	4,522.70	4,522.70	12,000.00	7,477.30	
422-421-20234	Legal Counsel	2,180.00	2,555.00	4,500.00	1,945.00	56,78%
422-421-20235	Treasurer	0.00	72.00	500.00	428.00	
422-421-20236	Security Credit Card Service Fees	778.81	2,899.55	6,822.00	3,922.45	
422-421-20237	TS Collection	2,920.80	8,933.60	28,000.00	19,066.40	
422-421-20238 422-421-20239	Transfer Station Operations	316,917.14	488,895.53	1,800,000.00	1,311,104.47	
422-421-20240	Advertising/Publications	94.75	94.75	1,000.00	905.25 2,477.22	
422-421-20250	Lease of Equipment	0.00	1,022.78	3,500.00 700.00	700.00	
422-421-20251	Lease - Gasquet Transfer Station	0.00	0.00 0.00	4,000.00	4,000.00	
422-421-20270	Minor Equipment	0.00 0.00	73.00	600.00	527.00	
422-421-20280	Delivery Service	0.00	1,000.00	32,000.00	31,000.00	
422-421-20281	Household Hazardous Waste Event	435.12	1,305.36	5,500.00	4,194.64	
422-421-20283	Community Clean-up	57.07	681.07	2,500.00	1,818.93	
422-421-20285	Special Dept Expense Cash Over/Under	(2.33)	46.71	190.00	143.29	
422-421-20286 422-421-20288	City Collections	1,500.42	4,501.26	17,500.00	12,998.74	
422-421-20290	Travel	0.00	535.07	3,000.00	2,464.93 1,450.36	
422-421-20297	Vehicle Fuel	162.67	649.64	2,100.00 55.415.00	55,415.00	
422-421-20301	State Fees	0.00	0.00	55,415.00 1,000.00	1,000.00	
422-421-20221-060	Printing-Oil Grant - 12/13	0.00 0.00	0.00 0.00	1,000.00	1,000.00	
	Printing-Oil Grant 13/14	0.00	0.00	400.00	400.00	0.00%
422-421-20221-061	Printing-DOC Grant 12/13		0.00	400.00	400.00	0.00%
422-421-20221-067	D 1 11 - DOO 4044	13 1301				
422-421-20221-067 422-421-20221-068	Printing- DOC 13/14	0.00 00.008	800.00	10,000.00	9,200.00	
422-421-20221-067	Printing- DOC 13/14 Post Closure Maintenance Advertising Oil Grant - 12/13	800.00 0.00		10,000.00 3,500.00 3,500.00	9,200.00 2,822.00 3,500.00	19.37%

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422-421-20240-068	Advertising - DOC 13/14	0.00	ບ.ບບ	2,600.00	2,600.00	ሀ,ሀሀ%
422-421-20285-060	Spec Dept Exp-Oil Grant - 12/13	0.00	2,000.00	6,500,00	4,500.00	30.77%
422-421-20285-061	Special Dept Exp-Oil Grant 13/14	0.00	0.00	6,500.00	6,500.00	0.00%
422-421-20285-067	Spec Dept Exp-DOC Grant 12/13	200.00	200.00	6,000.00	5,800.00	3.33%
422-421-20285-068	Spec Dept Exp - DOC 13/14	0.00	0.00	6,000.00	6,000.00	0.00%
422-421-20290-060	Travel-Oil Grant - 12/13	0.00	0.00	1,000.00	1,000.00	0.00%
422-421-20290-061	Travel - Oil Grant 13/14	0.00	0.00	1,000.00	1,000.00	0.00%
422-421-20290-067	Travel DOC Grant 12/13	0.00	415.00	2,000.00	1,585.00	20.75%
422-421-20290-068	Travel - DOC 13/14	0,00	0.00	2,000,00	2,000.00	0.00%
Total Services and	d Supplies	337,522,21	536,104.28	2,147,399.00	1,611,294.72	24.97%
422-421-30490	Depreciation Expense	0.00	0.00	97,975.00	97,975,00	0.00%
Total Other Charg		0.00	0.00	97,975.00	97,975.00	0.00%
Total Fixed Assets	s	0.00	0.00	0.00	0.00	0.00%
422-421 - 70800 /	ARC Payment OPEB	0.00	0.00	11,125.00	11.125.00	0.00%
422-421-81000	Contingency	0.00	0.00	5,000.00	5,000.00	0.00%
422-421-70530-025	Interfund-Repayment to County	0.00	156,018.58	203,000.00	46,981,42	76.86%
422-421-70530-199	Interfund-Cost Plan	0,00	0.00	51,644.00	51,644.00	0.00%
122-421-70910-123	Op Trans Out Bad Check Fee	25.00	100.00	0.00	(100.00)	0.00%
Total Intrafund Tra	•	25.00	156,118,58	270,769.00	114,650,42	57.66%
Total Expenses		369,523.57	867,313.39	3,036,919.00	2,169,605.61	28.56%
Revenues Over (U:	nder) Expenditures	(104,717.73)	(16,234.30)	0,00	(16,234.30)	0.00%
						

CLAIMS	S APPROVED BY 1	HE DIREC	TOR	Nov-13
Date Paic	Paid to:	Budget	Amt. Paid	Description
11/12/2013	Babcock, Lisa	20290	\$37.86	Mileage 10/22-11/12
1/13/2013	101 Auto Parts	20171	\$8.13	Vehicle Maintenance
1/13/2013	Bi-Coastal Media	20240	\$570.00	Radio Ads
1/13/2013	Curry Transfer/Roto-Rooter	20140	\$269.12	KTS/GTS October
1/13/2013	Del Norte Office Supply	20224	\$25.39	Office Supplies
1/13/2013	G.H. Outreach	20285	\$120.00	Recycle Pick-Up for October
1/13/2013	Mission Linen Supply	20140	\$71.58	Service 10/01 & 10/29
1/13/2013	Quill	20224	358.78	Office Supplies/Inv#6735658
1/13/2013	Ricoh USA, Inc.	20250	\$249.41	Service 10/30-11/29
1/13/2013	SWRCB Fees	20301	\$28,045.00	Annual Permit Fee
1/13/2013	Taylor, Richard	20235	\$1,960.00	Treasurer/Controller Services 10/13
1/13/2013	The Triplicate	20240	\$540.00	Billing Period 10/01-10/31
1/13/2013	United Financial Casualty Co	20152	\$1,586.80	Vehicle Insurance 12/15/13-12/15/14
1/13/2013	Ward, Theodore	20290	\$357.90	Travel Reimbursement 10/27-10/29
1/21/2013	U.S. Bank	20290	\$431.73	Lodging for CRRA Conference
1/21/2013	U.S. Bank	20224	\$355.11	Office Supplies
1/21/2013	U.S. Bank	20239-01	\$369.55	Landfill Maintenance
1/21/2013	U.S. Bank	20290	\$200.00	Used Oil Conference
1/22/2013	Hambro/WSG	20239	\$169,191.45	October service charges
1/25/2013	EBA Engineering	20231	\$8,681.47	Service 06/01-07/05 & 09/21-11/15
1/25/2013	Frontier	20121	\$148.23	Service 11/13-12/12
1/25/2013	Ken's Auto Repair	20171	\$70.00	Vehicle Maintenance
1/25/2013	P.S. Business Services	20231	\$315.80	Clerical services October
1/25/2013	Recology Del Norte	20238	\$365.10	GTS
1/25/2013	Recology Del Norte	20288	\$240.09	900 Tenth Street
1/25/2013	Recology Del Norte	20283	\$435.12	500 Cooper Avenue
1/25/2013	Recology Del Norte	20288	\$1,260.33	1001 Front Street
1/25/2013	Recology Del Norte	20238	\$1,642.95	KTS
1/25/2013	Redwood Levitt Ins. Agency	20151	\$51.60	Attain Specialty Insurance Company
1/25/2013	SWRCB Fees	20301	\$1,791.00	Annual Permit Fee
1/25/2013	U.S. Cellular	20121	\$91.45	Service for November
	TOTAL		\$ 219,224.96	

DNSWMA GRAND TOTALS NOVEMBER 2013

	Amount to	Amount to	
	422-421	422-421	TOTAL
	91003	91004	AMOUNT
	66.53%	33.47%	
DNCTS Cash Total	25,872.87	13,016.15	38,889.02
DNCTS Charge Total	95,473.84	48,031.10	143,504.94
DNCTS Credit/Debit	13,574.77	6,829.22	20,403.99
DNCTS Totals	134,921.48	67,876.47	202,797.95
Klamath Cash Total		3,856.20	3,856.20
Klamath Charge Total		164.46	164.46
Klamath Totals		4,020.66	4,020.66
Gasquet Cash Total		1,150.58	1,150.58
Gasquet Charge Total		25.54	25.54
Gasquet Totals		1,176.12	1,176.12
Adjustments			
GRAND TOTALS	134,921.48	73,073.25	207,994.73

3:36 PM 12/05/13

Del Norte Solid Waste Management Authority A/R Aging Summary As of October 31, 2013

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
	1,618.92	0.00	896.56	0.00	0.00	2,515.48
Abandoned Vehicle Abatement	73.44	0.00	0.00	0.00	0.00	73.44
Affordable Home & Rental Rep.	39.31	9.83	0.00	0.00	0.00	49.14 32.30
Agricultural Commission	15 .4 5	16.85	0.00	0.00	0.00	32.30 304.80
Aladdin Reality Alexandre EcoDairy Farms	169.96	134.84	0.00	0.00	0.00 0.00	-5,492.42
Attain Specialty Insurance	0.00	-5,492.42	0.00	0.00 0.00	0.00	547.79
Babich Construction	547.79	0.00	0.00 0.00	0.00	43.78	43.78
Bad Checks/Co Collector	0.00	0.00 0.00	0.00	0.00	0.00	146.42
Benner Mini Storage	146.42	0.00	33.71	0.00	0.00	33.71
Bommelyn / Hartley Construction	0.00 101.13	0.00	0.00	0.00	0.00	101.13
Bommelyn Construction	1,802.11	157.31	0.00	0.00	0.00	1,959.42
Borges Dairy	394.69	0.00	0.00	0.00	0.00	394.69
Brown, Hector	325.23	0.00	0.00	0.00	0.00	325.23 -16.54
C.A.R.R.E. / Full - Spectrum	0.00	-3.50	-13.04	0.00	0.00	-16.5 4 -33.71
Cal-Fire Cal-Ore LIFE FLIGHT	0.00	0.00	-33.71	0.00	0.00 0.00	71.31
Cal-Trans	71.31	0.00	0.00	0.00 0.00	0.00	161.53
California Auto Image	161.53	0.00	0.00 0.00	0.00	0.00	423.66
California Construction Co.	423.66	0.00	0.00	0.00	0.00	11.85
California Dept. of Fish & Wildlife	11.85	0.00 826.10	0.00	0.00	0.00	1,274.17
California Dept. Parks & Rec.	448.07 0.00	0.00	0.00	0.00	-15,000.00	-15,000.00
California Used Oil Recycling	41.41	0.00	0.00	0.00	0.00	41.41
CASH	9.83	0.00	0.00	0.00	0.00	9.83
Castle Rock Countertop's	0.00	7.00	0.00	0.00	6.90	13.90
Certified Plumbing Co.	176.28	0.00	0.00	0.00	0.00	176.28 228.96
Cetnar Construction Inc. Charter Communication	172.77	56.19	0.00	0.00	0.00	67.43
City of Crescent City.	67.43	0.00	0.00	0.00	0.00	18.26
College of the Redwoods	18.26	0.00	0.00	0.00	0.00 0.00	358.74
Combined Maintance Services	162.48	57.09	9.35	129.82 0.00	576.49	576.49
Cory, Charles	0.00	0.00	0.00 0.00	0.00	0.00	351.16
Crescent Ace Hardware.	351.16	0.00 0.00	0.00	0.00	0.00	500.97
Crescent City KOA	500.97	0.00	0.00	0.00	0.01	0.01
Crescent City, Harbor	0.00 17,38	0.00	0.00	0.00	0.00	17.38
Crescent Fire Protection Dist.	11.24	0.00	0.00	0.00	0.00	11.24
Crescent Land Title Co.	0.00	0.00	0.00	0.00	190.46	190.46
DEBIT	4.92	0.00	0.00	0.00	0.00	4,92 93.90
Del Norte Ambulance Del Norte County Road Dept.	93.90	0.00	0.00	0.00	0.00	936.98
Del Norte Parks & Recreation	404.90	532.08	0.00	0.00	0.00 0.00	91.38
Del Norte Realty	91.38	0.00	0.00	0.00 0.00	0.00	2,047.92
Del Norte Roofing	1,012.72	1,035.20	0.00 3,045.41	340.36	2,605.51	7,052.22
Del Norte Solid Waste Mngmt	61.70	999.24	0.00	0.00	0.00	33.71
Del Norte Storage	33.71	0.00 16.86	0.00	4.10	0.00	30.79
Direct TV	9.83 0.00	0.00	0.00	0.00	37.30	37.30
DN Fire Safe Council	522.69	0.00	0.00	0.00	0.00	522.69
DN Unified School District	95.85	23.86	0.00	0.00	0.00	119.71
DNC Building Maintenance	0.00	0.00	0.00	0.00	1,127.61	1,127.61 7,638.12
DNC Code Enforcement - Blight DNC Public Nuisance Abatement	0.00	0.00	0.00	141.86	7,496.26	4,178.52
Dutra Materials	4,168.85	0.00	0.00	0.00	9.67 0.00	0.00
Elk Valley Casino	0.00	0.00	0.00	0.00 0.00	0.00	132.79
Elk Valley Rancheria	30.88	101.91	0.00 0.00	0.00	0.00	148.89
Elk Valley Storage	133.44	15.45 391.89	0.00	0.00	0.50	642.41
Ellers Fort Dick Market	250.02	0.00	0.00	196.65	49.67	246.32
Extra Muscle - Joel Johnson	0.00 8.43	0.00	0.00	0.00	0.00	8.43
FRANKLIN	0.00	0.00	0.00	0.00	45.59	45.59
Franklin's Plumbing	186.26	0.00	0.00	0.00	0.00	186.26
G. H. Outreach	0.00	-35.95	0.00	0.00	0.00	-35.95
Gasquet Mobile Home Park Golden State Construction	44.95	0.00	0.00	. 0.00	0.00	44.95 995.86
GR Construction	995.86	0.00	0.00	0.00	0.00 0.00	199.73
Green Scapes	68.92	130.81	0.00	0.00	0.00	26.52
Griffin's Furniture Outlet	26.52	0.00	0.00	0.00 0.00	0.00	6.75
Hambro Forest Products, Inc.	0.00	0.00	6.75 313.60	0.00	0.00	343.65
Hambro/Waste Solutions Group	30.05	0.00	\$13,00	5.00	2.22	F
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Page 1

3:36 PM 12/05/13

Del Norte Solid Waste Management Authority A/R Aging Summary As of October 31, 2013

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Hank's Hauling	1,438.07	0.00	0.00	0.00	0.00	1,438.07
Hartley Construction	507.06	356.87	44.95	0.00	0.00	908.88
HASP / Jordan Recovery Centers	329.93	393.83	0.00	0.00	0.00	723.76
Hemmingsen Contracting Company	2,777.32	0.00	0.00	0.00	0.00	2,777.32
Hintz Construction	0.00	0.00	0.00	0.00	127.60	127.60 14.05
Humane Society Of Del Norte	14.05	0.00	0.00	0.00	0.00 0.00	173.14
Humboldt Moving & Storage	161.90	11.24	0.00 0.00	0.00 0.00	0.00	25.28
Investment Realty	25.28	0.00 0.00	0.00	0.00	0.00	137.65
Jacob R. Crager	137.65 0.00	0.00	00.0	0.00	60.47	60.47
Klamath Transfer Station	47.76	0.00	0.00	25.23	0.00	72.99
Larson Services Lehman Property Management	0.00	0.00	0.00	0.00	1,885.22	1,885.22
Lighthouse Community Church	87.22	35.55	0.00	0.00	0.00	122.77
Lighthouse Repertory Theatre	3.78	0.00	0.00	0.00	0.00	3.78
LNL Design and Construction	0.00	0.00	0.00	26.69	14.77	41.46
Loren Stonebrink's Const.	133.44	0.00	0.00	0.00	0.00	133.44 152.29
Lucky 7 Casino	104.42	47.87	0.00	0.00	0.00 0.00	29,65
Malloroy Construction	15.45	14.20	0.00	0.00 0.00	-120.00	-120.00
Mark Wooding Construction	0.00	0.00 -150.72	0.00 -47.26	-9.05	0.00	-207.03
Mastaloudis Homes Inc.	0.00 0.00	0.00	0.00	0.00	-16.10	-16.10
Ming Tree Real Estate	0.00	0.00	0.00	0.00	0.00	0.00
Moen Investments Mountain Power Tree Co.	103.94	76.20	0.00	0.00	0.00	180.14
Mow Blow and Go	60.24	0.00	0.00	0.00	0.00	60.24
Murray Construction	155.89	0.00	0.00	0.00	0.00	155.89
Newey, Harold L.	96.66	0.00	0.00	0.00	0.00	96.66
Niehoff Construction	380.64	0.00	0.00	0.00	0.00	380.64
Norbury Construction	0.00	0.00	0.00	0.00	116.70	116.70
North Coast Properties	412.94	0.00	0.00	0.00	0.00 0.00	412.94 68.28
North Woods Realty	68.28	0.00	0.00	0.00 0.00	0.00	332.69
Northridge Electric	332.69	0.00 146.04	0.00 0.00	0.00	0.00	203.56
Pappas Dry Wali	57.52 30.42	0.00	0.00	0.00	0.00	30.42
Peasley's Property Mang.	7.71	0.00	0.00	0.00	0.00	7.71
Pelican Bay Evangelical Free Church	568.82	0.00	0.00	0.00	0.00	568.82
Pelican Bay Roofing Co. Plunkett's Family Painting	6.00	0.00	0.00	0.00	0.00	6.00
Ray's Mobile Home Service	99.73	117.24	0.00	0.00	0.00	216.97
Recology Del Norte (Franchise)	106,834.80	0.10	0.00	0.00	0.00	106,834.90
Recology Del Norte (Prison)	9,874.35	0.00	0.00	0.00	0.00	9,874.35
Red Sky Roofing	11,077.01	5,899.70	0.00	0.00	0.00 0.00	16,976.71 87.08
Redwood Community Action Agency	64.61	0.00	22.47	0.00 1,520.76	4,620.22	9,836.09
Redwood National Park	626.26	1,377.73 1,120.87	1,691.12 1,060.48	0.00	0.00	3,014.28
Reservation Ranch	832.93 73.04	0.00	0.00	0.00	0.00	73.04
Rick Parker Construction	286.54	0.00	0.00	0.00	0.00	286.54
Ritchie Homes Ron's Hauling	0.00	0.00	0.00	0.00	-5.00	-5.00
Roy Rook Construction	759.60	0.00	0.00	0.00	0.00	759.60
Schnacker's General Hauling	8.43	0.00	0.00	0.00	0.00	8.43
Seabreeze Apartments	0.00	0.00	0.00	0.00	-29.01	-29.01
Seaguli Apartments	0.00	0.00	51.25	5.68	0.00	56.93
Seawood Village	7,525.87	0.00	0.00	0.00	00.0 00.0	7,525.87 103.94
Shangri-la Trailer Court	103.94	0.00	0.00 463.52	0.00 0.00	0.00	463.52
Smith River Alliance	0.00	0.00 0.00	0.00	0.00	0.00	3,448.29
Smith River Equipment	3,448.29 928.77	0.00	0.00	0.00	0.00	928.77
Smith River Rancheria	30.51	0.00	0.00	0.00	0.00	30.51
Sprint Courier Service Spruce Haven Mobile Home Park	21.65	0.00	0.00	0.00	0.00	21.65
St. Joseph's Parish	3.79	0.00	0.00	0.00	0.00	3.79
St. Vincent de Paul	38.99	0.00	0.00	0.00	0.00	38.99
Stephen F White Gen.Cont. Inc.	292.74	9.47	0.00	0.00	0.00	302.21
Stone Roofing	5,281.31	2,328.83	0.00	0.00	0.00	7,610.14
Stremberg Realty	0.00	0.00	0.00	0.00	-0,45 .	-0.45 0.00
SWEEP ALOT	0.00	0.00	0.00	0.00	0.00 0.02	904.20
Tab & Associates	904.18	0.00	0.00 0.00	0.00 0.00	-55.80	-55.80
Thermo Fluids, Inc. / Outbound Oil.	0.00 22.45	0.00 0.00	0.00	0.00	0.00	22.45
Tim Haban Construction	ZZ.40	Ų.UU	0.00	0.00	3.00	P:

3:36 PM 12/05/13

Del Norte Solid Waste Management Authority A/R Aging Summary As of October 31, 2013

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
T. C VIII. Anadmonio	15.14	0.00	0,00	0.00	0.00	15.14
Totem Villa Apartments TRKLA/TRGAS BINS AND LF BINS	4,598,76	7.091.73	6.026.73	6,969.01	4,468.33	29,154.56
	1.342.21	0.00	0.00	0.00	1,120.96	2,463.17
U.S. Forest Service-Gasquet CA	7.34	0.00	0.00	0.00	0.00	7.34
V Primo Construction	329.23	2.526.87	0.00	0.00	0.00	2,856.10
Van Arsdale Construction	30.90	0.00	0.00	0.00	0.00	30.90
Van Nocker's Cleaning	0.00	0.00	0.00	0.00	19.26	19.26
VISA	0.00	74.44	0.00	0.00	0.00	74.44
Wetherwell Ranch Inc.	0.00	0.00	0.00	0.00	-2.53	-2.53
Wigley Contracting	0.00	0.00	0.00	0.00	-25.00	-25.00
Winn's Maintance Service	0.00	0.00	0.00	0.00	1,092,66	1,092.66
Your Creation	0.00	47.26	0.00	0.00	0.00	47.26
Yurok Indian Housing Authority	316.03	320.88	0.00	0.00	0.00	636.91
Yurok Tribe	310.03	020.00			· · · · · · · · · · · · · · · · · · ·	201 010 05
TOTAL	180,000.34	20,826.84	13,571.89	9,351.11	10,462.07	234,212.25

MONTHLY SPLIT SHEET DNSWMA TRANSFER STATION MONTH: NOVEMBER 2013

	tal	,073.70	1,911.07	1,498.93	1,385.33	1,453.71	1,226.52	1,337.64	1,087.25	1,967.80	,270.39	,385.56	570.25	342.73	,161.20	,350.67	,389.67	.420.79	1,396.30	674.80	1,041.77	1,334.70	931.78	1,986.15	1,464.85	1,532.01	1,052.26	1,385.89		1,574.96	1,665.05			\$ 38,873.73
	Total	Ì	ŀ	ļ	1	1	- 1	- 1			_	~			~	\$	~	$\lceil \rceil$	-		↔	\$	\$		1	Ė		- 1	÷		\$			\$ 38
	20286	\$0.16	-	\Rightarrow		-	-	-		-	┪	_	_	_	(\$0.15)	_		(\$0.96)	(\$0.52)	-	(\$0.04)	(\$0.03)	(\$1.02)	\$0.27	(\$0.91)	\$0.26	\$0.01	(\$9.91)		(\$0.04)	\$0.14			\$ (15.29)
33.47%	91004	359.31	639.56	502.07	463.33	486.35	412.08	447.80	363.98	658.53	424.97	463,41	190.98	449.42	388.70	452.06	465.04	475.86	467.52	225.86	348.69	446.73	312.21	664.67	490.59	512.68	352.19	467.17	1	527.15	557.25			\$13,016,15
8	6	ઝ	↔	\$	€	છ	ક	s	↔	₩.	ઝ	ક્ર	ક્ક	↔	↔	↔	\$	\$	क	↔	↔	ક્ર	6 9	\$	Н	-	↔	\$	c,	69	\$	_ !		
66 53%	91003	714.23	1,271.28	997.99	920.98	966.75	819.11	890.10	723.51	1,308.98	844.73	921.14	379.63	893.32	772.65	898.59	924.38	945.89	929.30	448.94	693.12	888.00	620.59	1,321.21	975.17	-	30.007	928.63	,	1,047.85	\$ 1,107.66			\$ 25,872.87
F		क	\$	\$	\$		_	s -		₩	_	_	_	\$	\$	\$	8	₩	4	မှ	8	₩.	8	3	4	3	3	8	S	rč.	<u> </u>	<u> </u>		
Grand	Total	8,694.82	2,766.83	3,032.29	10,273.83	11,934.76	9,562.92	6,198.89	8,396.99	2,926.68	2,704.97	9,974.95	6,516.22	6,747.15	9,926.76	9,454.69	3,127.06	2,370.04	9,502.54	6,314.79	6,190.98	8,505.21	7,371.88	4,242.93	3,517.64	13,567.43	8,595.93	5,865.78	ı	8,358.45	6,154.54			202,797.9
		↔	မှာ	↔	ક્ર	ઝ	÷	↔	€>	₩	÷	ક્ર	↔	()	()	€9	\$	┝	\$	┰	\$	+	+-	S	8	⇔	4	-8	8	6	┝	_	\vdash	4
	Charges	6,930.05	49.16	594.12	8,033.37	10,113.47	7,668.29	4,517.35	6,650.88	142.08	386.75	7,083.76	5,489.25	4,694.15	8,360.13	7.344.93	903.95	510.66	6.800.02	5,543.14	4,654.87	5.970.17	6,137.03	1,362.34	1,397.60	11,355.42	7,060.54	4,001.8		6.057.36	3,692.29			143,504.9
L		₩	œ	s	မာ	છ	8	₩	s	မာ	S	s	는	 	S	 	S	┾	÷	+-	+-	┿	+-	49	┾	69	╄	÷	十	8	+	<u> </u>	L	\$
לייני ליוליניי	Full Caliu	691.23	806.83	938.11	856.15	368.19	663.44	343.64	658.62	817.09	1,048.52	1,506.64			405.28				\ -		494.30	-			\$ 654.28	\$ 680.26				\$ 726.09				\$ 20,403.99 \$ 143,504.94 \$ 202,797.95
ķ		╄	8	↔	€>	↔	₩.	မာ	8	S	-	69	8	8	8	+-	+-	8	189	1	8	₩	+	-	07	⊢	+-	10,	-		T	╁	+	66
	Discover					\$ 7.00					\$ 48.58					\$ 16.86										\$ 137.65	_							\$ 210.09
	Master	19.66	32.78	103.92	14.02		137.65	25.28	30.90	47.35		26.66	82.87	13.91	02 66	171 68	22.47	7 00	28.09		82.87	ļ	39.04		l	123.	7.	15	<u>i</u>		95			\$ 1,340.37
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	Visa	671.57	774.05	834.19	842 13	361.19	525.79	318.36	627.72	769 74	900 07	1 479 98	373.49	696.35	305.58	570 57	811 22	430.63	1 277 61	96.85	4114	1 170 51	263.01	887 74	602.44					692 41				\$ 18,853.53
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* November 22, 2013 Oil Paid out of \$1.10

DNSWMA

KLAMATH TRANSFER STATION - CASH

NOVEMBER 2013

	Amount to 422-421-	TOTAL CASH
Date	91004	AMOUNT
November 3, 2013	889.80	889.80
November 6, 2013	225.77	225.77
November 10, 2013	605.89	605.89
November 13, 2013	393.02	393.02
November 17, 2013	552.13	552.13
November 20, 2013	219.70	219.70
November 24, 2013	567.45	567.45
November 27, 2013	402.44	402.44
		0.00
		0.00
		0.00
		0.00
		0.00
		0.00
		0.00
	3,856.20	3,856.20

DNSWMA

KLAMATH TRANSFER STATION - CHARGES

NOVEMBER 2013

			Amount to 422-421-	
Date	Charge Name	Receipt #	91004	TOTAL
November 3, 2013	Harold Newey	474172	14.20	14.20
November 13, 2013	Y.I.H.A.	474173	43.81	43.81
November 13, 2013	Newey	474174	25.59	25.59
November 13, 2013	Y.I.H.A.	474175	29.00	29.00
November 13, 2013	Y.I.H.A.	474176	29.12	29.12
November 24, 2013	Newey	474178	22.74	22.74
				0.00
				0.00
				0.00
				0.00
				0.00
TOTAL			\$164.46	<i>\$164.46</i>

DNSWMA GASQUET TRANSFER STATION - CASH NOVEMBER 2013

	Amount to	TOTAL
	422-421-	CASH
Date	91004	AMOUNT
November 2, 2013	283.55	283.55
November 9, 2013	197.17	197.17
November 16, 2013	234.96	234.96
November 23, 2013	204.46	204.46
November 30, 2013	230.44	230.44
		0.00
		0.00
		0.00
		0.00
		0.00
		0.00
TOTALS	1,150.58	1,150.58

DNSWMA

GASQUET TRANSFER STATION CHARGES

NOVEMBER 2013

			Amount to	
			422-421	TOTAL
DATE	CHARGE NAME	Receipt #	91004	AMOUNT
November 16, 2013	Gasquet MH Park	424555	17.04	
November 30, 2013	Malloroy Constr	424556	8.50	8.50
				0.00
				0.00
				0.00
				0.00
				0.00
				0.00
				0.00
				0.00
7.0				0.00
				0.00
				0.00
		-		0.00
				0.00
TOTAL			25.54	25.54

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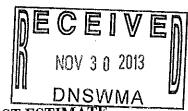
		AUTHORITY	REVENUE	REPORT	November 2013	2013	
Source	2012/2013	2013		2013/2014			
Authority	Actua	Actual Annual			Budget/Month	Budget/Year	
Service Fees	↔	954,943.22			\$ 80,818.75	\$ 969,8	969,825.00
			Comparison				_
	Actua	Actual/Month	FYE13 & FYE14		Actual/Month	Over Budget	
VIII.	II .	87.408.81	\$ 6,000.52	July	\$ 93,409.33	\$ 12,5	12,590.58
August		92,633.00	\$ (650.70))) August	\$ 91,982.30	\$ 11,	11,163.55
Sentember		92,928.94	(11,356.78)	3) September	\$ 81,572.16	\$	753.41
October	<u> </u>	82.747.57	\$ 2,369.48	3 October	\$ 85,117.05	\$ 4,	4,298.30
November	1		\$ 2,115.11	1 November	\$ 73,073.25	\$ (7,	(7,745.50)
December		69.914.88	ا ج	December		8	ī
Vanuar.		76,314.02	- ج	January		&	-
February	_	67,164.38	· •	February		8	ı
March	 	75,367.06	ι 6	March		\$	t
April	4-	79,472.08	<u>۱</u>	April		υ	ı
May	€	80,976.27	ı \$	May		8	1
June	\$	79,058.07	-	June		S	1 0
Total	\$ 1	954,943.22	\$ (1,522.37	7) Total	\$ 425,154.09	₩	21,060.34

	AL	AUTHORITY	REVENUE	REPORT	November 2013	. 2013
Source	2012/2013	83		2013/14		
Franchise Fee Actual Annual	Actual A	nnual			Budget/Month	Budget/Year
			Comparison			
	Actual/Month	/onth	FYE13 & FYE14		Actual/Month	Over/Under Budget
\$ \lambda nf		19,055.00	\$ 909.00	July	\$ 19,964.00	(418.83)
August \$		20,358.00	\$ (456.00)) August	\$ 19,902.00	\$ (480.83)
September	₩	21,214.00	\$ (343.00)) September	\$ 20,871.00	\$ 488.17
October	s	20,565.00	\$ (27.00)) October	\$ 20,538.00	\$ 155.17
November	\$	19,983.00	\$ 120.00	November	\$ 20,103.00	\$ (279.83)
December	8	19,893.00	-	December	a mente de la companya de la company	€9
January	\$	19,165.00	- \$	January		· \$
February	\$	20,911.00	-	February	ministra de la constitución de l	\$
March	\$	20,547.00	-	March	11111	- \$
April	↔	19,601.00	-	April	- Additional	-
May	\$	19,683.00	ı د	May	History and the second	\$
June	မာ	19,964.00	- \$	June		-
Total	\$	240,939.00	\$ 203.00	Total	\$ 101,378.00	\$ (536.17)



November 27, 2013

Mr. Tedd Ward, Acting Director/Program Manager Del Norte Solid Waste Management Authority (Authority) 1700 State Street Crescent City, CA 95531



RE: CORRECTIVE ACTION FINANCIAL ASSURANCE COST ESTIMATE FOR WATER RELEASE CRESCENT CITY LANDFILL, DEL NORTE COUNTY, CALIFORNIA EBA JOB No. 13-1902 (TASK D1)

Dear Mr. Ward:

This report has been prepared to establish corrective action financial assurance requirements for the Crescent City Landfill (Landfill) for the purpose of complying with Title 27 of the California Code of Regulations (27CCR). As stipulated in 27CCR, §22220 through §22222, the operator must maintain an irrevocable financial assurance mechanism to ensure that funds are available to address a known or reasonably foreseeable release to water from the waste management unit (WMU). The amount of the funding mechanism must be based on a detailed written estimate, in current dollars, of the cost of hiring a third party to perform the corrective action. The following must be considered in preparing a financial assurance cost estimate:

- Construction of the WMU and the relationship to the hydrogeology of the site;
- Environmental controls in place at the site;
- Environmental monitoring system; and
- The nature of any existing impacts.

Based on this criteria, the following sections have been prepared to provide a description of pertinent facility components and conditions that influence the overall cost analysis. These factors include the WMU design characteristics, monitoring and treatment facilities, local geologic and hydrogeologic characteristics, and historical and current site conditions with respect to known environmental impacts. This information, in turn, is followed by an evaluation of potential treatment alternatives, identification of the treatment alternative selected for use in establishing financial assurance, and the corresponding cost breakdown for its implementation.

DESIGN CHARACTERISTICS

The Landfill is a closed Class III facility located on Hights Access Road approximately 2.25 miles north of Crescent City, California. The WMU occupies approximately 23 acres of a 167-

acre parcel owned by the County of Del Norte. The Landfill site was previously used as an open burn dump prior to being permitted as a sanitary landfill in 1977. The sanitary landfill operations occurred over the period of 1977 through March 2005. The refuse composition is comprised primarily of household and commercial waste, and construction debris. Other types of waste handled or disposed of at the site include asbestos containing materials, dead animals, clean wood waste, household appliances, seafood processing waste, sewage sludge, commercial sewage (septage), and cheese whey. The WMU is unlined and is not equipped with a leachate collection and removal system (LCRS).

The Landfill was formally closed in two phases (Phases 1 and 2). Phase 1, which was conducted while the facility was still active, entailed placement of a final cover system over the southern portion of the WMU (approximately 9.4 acres) and was completed in 1996. The Phase 1 final cover system has the following construction characteristics (from top to bottom): (1) 18-inch (side slopes) to 24-inch (top slopes) thick soil cover/vegetated layer; (2) 6-inch thick gravel drainage layer overlain by geotextile filter fabric (side slopes only); (3) 60-mil high-density polyethylene (HDPE) smooth (top area) and double textured (side slopes) geomembrane sheet; and (4) 24-inch thick soil foundation layer. Phase 2 encompassed the remaining central and northern portions of the WMU following the cessation of site operations and was completed in February 2006. The Phase 2 final cover system construction is generally the same as that described above for Phase 1, except a geonet composite drainage layer was installed in lieu of the 6-inch thick gravel drainage layer.

GEOLOGY AND HYDROGEOLOGY

The following geologic and hydrogeologic summaries are derived from previous work reported by Winzler & Kelly Consulting Engineers (W&K) as part of the January 2003 Feasibility Study (W&K, 2003) prepared for the Landfill.

Geology

The geology in the area of the Landfill is comprised of the following units (in descending order): dune sand deposits comprised of well-sorted, poorly consolidated, fine grained sand identified as the Dune Formation; a marsh deposit consisting of inter-bedded peat and silty-clayey layers; a medium to coarse grained, moderately consolidated sand unit identified as the Battery Formation; consolidated siltstone and sandstone deposits of the St. George Formation; and the Franciscan Complex. The Dune Formation, marsh deposits, and Battery Formation units are not continuous or uniform beneath the site and their characteristics can reportedly vary between well locations.

Hydrogeology

The Dune and Battery Formations are considered to be the only significant water-bearing zones (aquifers) beneath the site, with the marsh deposit acting as a "leaky" aquitard between the two aquifers. As permeability and thickness (or presence) of the marsh deposit changes, groundwater may flow from the Dune Formation into the Battery Formation. The Dune Formation appears to



thin and disappear in the eastern portion of the site. The hydrogeology is further complicated by the fact that surface water bodies (wetlands) surrounding the site appear to be in hydraulic communication with the groundwater. As a result, groundwater from the Dune Formation discharges into the wetlands at certain times of the year, and at other times, the Dune and Battery Formations may be recharged by the wetlands.

The local groundwater flow direction is typically to the southeast and east at a relatively flat hydraulic gradient. Since the regional groundwater flow direction is to the northeast, it has been postulated that groundwater flows under the site to the southeast and east then transitions to the north and moves in the direction of Lake Earl.

MONITORING AND TREATMENT FACILITIES

Leachate Monitoring

As previously noted, the WMU is not equipped with a LCRS system. In regards to leachate monitoring, three leachate monitoring wells (L-1, L-2 and L-3) are completed within the central and northern portions of the WMU. Leachate levels are measured in each of these monitoring wells on a semi-annual basis. Leachate samples are also collected periodically from L-3.

Vadose Zone Monitoring

The Landfill is not equipped with a vadose zone monitoring system.

Groundwater Monitoring

The current groundwater monitoring network at the site is comprised of nine shallow monitoring wells (W1S, W3S, W6ES, W8S, W9S, W10S, WE1S, WE3S, and SM7) completed in the Dune Formation, two intermediate monitoring wells (SM6 and W6WD) completed in the marsh deposits, and six deeper monitoring wells (W1D, W2D, W9D, W1ED, WE2D and WE3D) completed in the Battery Formation. Depth to groundwater measurements and samples are collected from each of these monitoring wells on a semi-annual basis.

Landfill Gas (LFG) Monitoring and Management

The current LFG monitoring network consists of eight gas compliance wells (GCW-1, GCW-3, GCW-4, GCW-5 and GCW-7 through GCW-10) located along the perimeter of the Landfill property, and 17 gas monitoring points (GMP-1 through GMP-17) located around the margins of the WMU. The gas compliance wells are used to comply with perimeter LFG monitoring requirements stipulated in 27CCR, while the gas monitoring points are used to monitor methane levels for groundwater assessment purposes. Each of the aforementioned monitoring locations is field monitored for methane on a quarterly basis.

The WMU unit is equipped with a passive LFG collection system designed to alleviate potential LFG pressures beneath the geosynthetic final cover system. The system is comprised of a series



of gravel-filled trenches and collection piping completed directly beneath the final cover system's geomembrane. The collection piping is connected to a series of vents that penetrate the final cover system and passively vent the LFG to the atmosphere at ground surface. The system is equipped with a total of 47 surface vents.

HISTORICAL AND CURRENT SITE CONDITIONS

Groundwater monitoring has been performed at the Landfill since 1988. Between the years of 1988 and 1995, a total of 24 groundwater monitoring wells were installed on the Landfill property for detection monitoring purposes. During 1996, after statistical analysis of detection monitoring data and calculation of tolerance limits, additional monitoring wells were constructed to provide for an evaluation monitoring program (EMP). Six new monitoring wells were subsequently constructed in 1996 to facilitate the EMP, while eleven of the pre-existing monitoring wells were decommissioned because they were either redundant, they acted as potential conduits between aquifers, or their construction characteristics were not known, thereby limiting their usefulness (W&K, 2003).

In 2003, W&K performed an engineering feasibility study (EFS) to establish a corrective action program for the Landfill. As part of the EFS, W&K reviewed available groundwater analytical data for the period of 1988 through 2002 to determine if concentrations of organic and inorganic compounds downgradient of the WMU were higher than background groundwater quality characteristics. This was accomplished by either calculating tolerance intervals for individual compounds where sufficient data existed, or performing simple comparisons between upgradient and downgradient data to determine which compounds exceeded background. Findings from this analysis concluded the following (W&K, 2003):

- Inorganic compounds consistently detected above background concentrations and above their numerical water quality objectives included arsenic, manganese, iron, total dissolved solids (TDS) and specific conductance.
- In regards to volatile organic compounds (VOCs), vinyl chloride represented the most frequently detected compound, albeit sporadically. Other VOCs that had been detected at least once at a downgradient sample location included dichlorodifluoromethane (Freon 12), chloroethane, chloromethane, methyl tert-butyl ether (MtBE), 1,4-dichlorobenzene, cis-1,2-dichloroethene, and methylene chloride.

Based on the aforementioned findings, W&K concluded that corrective action considerations for the Landfill should focus on the inorganic chemistry component in groundwater based on the presence of selected compounds consistently above tolerance limits and/or applicable maximum contaminant levels (MCLs). Conversely, VOCs were not considered for remedial evaluation based on the highly sporadic nature of their detections. An evaluation of potential corrective action alternatives was performed that included LFG extraction, leachate extraction, groundwater extraction/treatment, hydraulic isolation of leachate, wetland filtration, and capping the remainder of the WMU to reduce leachate generation. Some alternatives were rejected as technically infeasible given the geologic setting. Others were rejected due to the low concentrations of contaminants for which the system would have to be designed and the complex



geochemistry of the groundwater. Clean closure was rejected as being too costly. Finally, groundwater extraction/treatment, while considered likely to be effective, was eliminated based on uncertainties with regard to discharge options, costs, and ongoing operation and maintenance (O&M) considerations. Thus, capping the remainder of the WMU, including installation of the passive LFG venting system beneath the final cover, was determined to represent the most appropriate corrective action (W&K, 2003). This corrective action was subsequently implemented and completed in February 2006.

Since closure of the Landfill in February 2006, groundwater at the Landfill has been monitored on a semi-annual basis. Information contained in the most recent semi-annual monitoring report (Authority, 2013) provides the following synopsis for water quality parameters that have historically comprised groundwater impacts at the Landfill:

- <u>TDS</u>: Since 2007, there have been several instances of TDS concentrations exceeding the upper tolerance level of 760 milligrams per liter (mg/L) for this parameter. The locations of these exceedances included WE3D in August 2007 (1,000 mg/L) and WE2D in September 2011 (1,500 mg/L). The upper tolerance level for TDS has not been exceeded at any location since January 2012.
- <u>Chemical Oxygen Demand (COD)</u>: COD in SM-6 has fluctuated above and below its corresponding upper tolerance level of 241 mg/L since January 2002. There has been speculation that highly elevated spikes that occurred in August 2007 (2,500 mg/L) and January 2008 (13,000 mg/L) were artificially induced by repairs to the well.
- <u>Bicarbonate Alkalinity</u>: Bicarbonate alkalinity concentrations in selected deeper monitoring wells (W2D, WE2D and WE3D) have all been greater than 300 mg/L since January 2012. While no upper tolerance level for bicarbonate alkalinity has been established for the deep wells, the observed concentrations in the aforementioned monitoring wells exceed the upper tolerance level of 241 mg/L as established for the shallow monitoring wells.
- <u>Arsenic</u>: Two monitoring wells have consistently exceeded the primary maximum contaminant level (PMCL) for arsenic of 0.01 mg/L. These monitoring wells correspond to W2D and E2D. Periodic detections of arsenic above the PMCL have also occurred in W3S.
- <u>Nickel</u>: The PMCL for nickel has been equaled or exceeded on two occasions since January 2000; one time each in W3S (0.17 mg/L) in August 2009 and W1ED (0.1 mg/L) in January 2010.
- <u>Vinyl Chloride</u>: Vinyl chloride has been consistently detected in W1ED since January 2011, with concentrations ranging from 0.73 to 0.90 micrograms per liter (µg/L). Vinyl Chloride has not been detected in any of the remaining monitoring wells (shallow and deep) during this time frame.
- <u>Dichlorodifluoromethane (Freon 12)</u>: Prior to closure of the WMU, Freon 12 was routinely detected in SM6, SM7 and E3D at concentrations ranging between 1.0 and 8.5



 μ g/L. However, since that time, Freon 12 has not been detected in any of the monitoring wells (shallow and deep).

COST ESTIMATE ANALYSIS

As outlined in the introduction of this submittal, the amount of financial assurance for a known or reasonably foreseeable release to water must be based on the cost of hiring a third party to perform corrective action. In regards to corrective action, groundwater at the Landfill site has exhibited both inorganic and organic impacts to date. While the previous corrective action program developed by W&K focused on the inorganic component, information provided by Authority staff indicates that the California Regional Water Quality Control Board, North Coast Region (RWQCB) has historically expressed more concern with the VOC component as it pertains to groundwater impacts. This position by RWQCB staff in general is not uncommon as VOCs typically receive a higher level of scrutiny due to the toxicity and/or carcinogenic nature of some compounds. Based on this circumstance, the cost estimate analysis presented herein assumes that corrective action efforts will focus on remediation of a VOC release to groundwater.

Review of historical VOC groundwater chemistry data reveals that vinyl chloride represents the most common and consistently detected compound at the Landfill. Most recently, the detection of vinyl chloride has been limited to the deeper aquifer in the area of W1ED. Toluene has also been detected recently on multiple occasions in the shallow aquifer in the area of SM6, while benzene, toluene, ethylbenzene and xylenes (BTEX) were the only VOCs detected in a leachate sample collected from leachate well L-3 in August 2013. Whereas Freon 12 was previously detected on a regular basis in SM6, SM7 and E3D, it has not been detected since closure of the WMU, thereby suggesting that the passive LFG system has been effective in neutralizing this compound. Although other VOCs have been detected over the course of the Landfill's detection monitoring program, they have been detected only sporadically and at relatively low concentrations. In light of the aforementioned conditions, the age of the WMU, and the fact that the WMU has been closed for over six years, it is reasonable to assume that any future VOC-related impacts to groundwater that may potentially require corrective action will encompass vinyl chloride and/or BTEX as the primary constituents of concern (COCs).

As a means of establishing corrective action costs for a VOC release to groundwater, various remedial alternatives were evaluated on the basis of technical and economic considerations as they pertain to the site specific conditions. The following bullet items provide a description of those remedial alternatives that were examined and determined to be unsatisfactory for the Landfill:

- <u>Clean Closure</u>: Clean closure would entail physically removing the buried refuse and disposing it at a permitted lined solid waste disposal facility. This alternative was discounted solely on economics as the cost to implement would be prohibitive.
- <u>Groundwater Pump-and-Treat (P&T)</u>: The positive aspects of groundwater P&T is that it provides an effective mechanism to induce hydraulic control of a contaminant plume



and that the extracted groundwater can be successfully treated using a variety of different methods. However, aquifer restoration by this method is often slow and results in high long-term O&M costs. Furthermore, disposal options for the extracted groundwater can be problematic. In essence, there are four (4) primary options for disposal: re-injection; evaporation; discharge to a natural surface water body; and discharge to a publicly-owned treatment works (POTW) facility. In the case of the Landfill, re-injection is not an option as this approach is rarely considered for approval by the RWQCB. Evaporation, in turn, is not practical based on the significant amount of rainfall and low evaporation rates for Obtaining state and federal approval to discharge treated the Crescent City area. groundwater to the adjoining freshwater wetlands would likely be difficult, particularly in light of the potential volume (estimated at 50,000 to 100,000 gallons per day [GPD]) and the inorganic characteristics of the discharge. Finally, due to the reported limited capacity of the Crescent City POTW, discharging to the POTW is not considered practical based on volume alone. Furthermore, the closest trunk line connection to the POTW sewer system is at least one mile away from the Landfill, which would add significant costs for construction of a force main to accommodate this distance. Based on these circumstances, groundwater P&T is not considered to represent a viable option.

- <u>Leachate Extraction</u>: Leachate extraction is not considered practical based on the same disposal constraints and limitations described above for groundwater P&T. In addition, since the WMU is unlined and groundwater may seasonally encroach the base of the WMU, the volume of leachate/groundwater that would have to be extracted to prevent water from being in contact with refuse could be substantial.
- <u>Barrier Systems</u>: Barrier systems such as low-permeability cut-off walls or funnel-andgate systems rely on completing the barrier walls into an underlying aquitard or aquiclude. However, there are no geologic units underlying the Landfill that are sufficiently impermeable to accommodate such a system. Furthermore, such systems are typically accompanied by some form of groundwater extraction, which has already been established as not being practical at the Landfill.
- <u>Active LFG Extraction</u>: Recent findings from a June 2013 emissions investigation (EBA Engineering [EBA], 2013) performed at the Landfill to comply with Assembly Bill 32 requirements revealed methane concentrations ranging from less than 0.01 percent by volume (%vol) to 0.8 %vol, with an average concentration of only 0.03 %vol, being emitted from the WMU's passive venting system. These conditions suggest that methane is no longer being generated at an appreciable rate to justify the capital and long-term O&M expenses associated with an active LFG extraction system.

Based on the issues and limitations described above, an in-situ treatment process is considered to represent the most viable alternative. In this regard, in-situ methods that promote the stimulation of aerobic microbial activity through the introduction of oxygen into the aquifer would be effective for the site COCs as vinyl chloride and BTEX can be degraded under aerobic environments. Proven methods of this type include oxygen release compound (ORC), ozone sparging, and biosparging. ORC is comprised of a phosphate-intercalated magnesium peroxide slurry that is physically emplaced in the aquifer in the form of borings, while ozone sparging and



biosparging utilize external sources that are intermittently or continuously injected into the aquifer via sparge points. In the case of ORC, the emplaced material is effective for approximately 12 months, whereupon new material needs to be installed. process, coupled with the inability to regulate or adjust the amount of oxygen being released following emplacement, makes this method the least desirable of the three approaches. As for ozone sparging, the amount of ozone injected into the aquifer can be controlled and offers a significantly larger radius of influence (ROI) than ORC. However, ozone is a very strong oxidizer that can significantly influence the native pH conditions, which in turn can cause the mobilization of metal constituents. Since elevated metals have been observed at the Landfill. this potential side affect is considered to represent an ill-advised risk. Biosparging is similar to ozone sparging, except that atmospheric air is injected into the aquifer as opposed to ozone. Whereas the oxygen content of the atmospheric air is not as great as ozone, it does not have an appreciable affect on pH conditions, thereby making it safer than ozone from a potential metals mobilization perspective. Based on these circumstances, biosparging is considered to represent a viable corrective action alternative for the Landfill and is therefore used herein to establish costs for financial assurance. The following provides a summary of the various tasks and assumptions used in the cost analysis:

- An initial field investigation will be performed to characterize necessary design parameters, followed by performance of an EFS to verify that biosparging represents a viable course of action.
- A series of sparge points will be placed across the width of the plume to create a sparge "curtain" that will intercept and treat the VOCs. A plume width of 200 feet was assumed for the purpose of this analysis
- Individual sparge points will be capable of inducing an ROI of 25 feet, which is considered reasonable for the types of sandy aquifers present beneath the Landfill. Based on the assumed plume width of 200 feet, five sparge points would be required to provide adequate spatial coverage.
- Biosparging can be performed on either the shallow or deep aquifer. In the interest of being conservative, it is assumed that the biosparge system will target the deeper aquifer, thereby requiring the completion of sparge points to a depth of 70 feet below ground surface (BGS).
- Four monitoring wells will be installed and completed at depths of 70 feet BGS to monitor the progress of the biosparging operations. Two sparge points each will be installed on the upgradient and downgradient sides of the sparge "curtain".
- Injection of atmospheric air through the sparge points will be accomplished using an appropriately-sized air compressor and control panel. Each sparge point will be connected to the air compressor via separate piping and individual regulation valves. All piping will be completed below grade.



- The air compressor and control panel will be installed on a concrete slab and enclosed inside security fencing (i.e., "equipment compound").
- Injection pressures for the respective sparge points will initially be checked weekly during the first month of operation, then monthly thereafter. The sparge points will also be monitored for depth to water on a monthly basis, as will the general condition of the equipment compound components, with routine and preventative maintenance being performed as needed.
- The newly installed monitoring wells will be field monitored for pH, dissolved oxygen and oxygen-reduction potential (ORP) and sampled for dissolved carbon dioxide on a monthly basis. Samples for VOC analysis will be collected on a quarterly basis.
- Results from the monthly and quarterly monitoring described above will be summarized
 in technical reports on a quarterly basis and submitted to the governing regulatory
 agency.
- The duration of the corrective action program to achieve target cleanup objectives will be five years.

An itemized breakdown of costs for the various tasks and services outlined in the aforementioned bullet items is presented below in Table 1. The costs reflect current dollars (2013) based on recent bids for construction services and from relevant experience on similar projects.

TABI ITEMIZED COST : BIOSPARGING COR	SUMMARY FOR	N	
Description	Quantity	Unit Cost	Extended Cost
Initial Field Investigation	Lump Sum	\$15,000	\$15,000
Engineering Feasibility Study	Lump Sum	\$10,000	\$10,000
Engineering Design	Lump Sum	\$15,000	\$15,000
Biosparge System Installation - Monitoring Wells (4 wells @ 70 feet BGS) - Sparge Points (5 points @ 70 feet BGS) - Conveyance Piping and Wellhead Manifolds - Equipment Compound	280 VLF 350 VLF Lump Sum Lump Sum	\$165 ⁽¹⁾ \$165 ⁽¹⁾ \$42,000 ⁽²⁾ \$39,500 ⁽³⁾	\$46,200 \$57,800 \$42,000 \$39,500
System Installation Report	Lump Sum	\$7,500	\$7,500

(Continued)



TABLE 1 (Continued) ITEMIZED COST SUMMARY FOR BIOSPARGING CORRECTIVE ACTION

Description	Quantity	Unit Cost	Extended Cost
System Operation and Maintenance - Utilities/Maintenance - Monitoring - Laboratory Testing - Reporting	Lump Sum/Year Lump Sum/Year Lump Sum/Year Lump Sum/Year Lump Sum/Year	\$5,000 \$19,600 \$10,200 \$8,100	\$25,000 ⁽⁴⁾ \$98,000 ⁽⁴⁾ \$51,000 ⁽⁴⁾ \$40,500 ⁽⁴⁾
		Extended Total:	\$447,500

BGS: Below Ground Surface VLF: Vertical Linear Feet

- (1): Includes permitting, drilling, well/point development, materials, labor, surveying and project management.
- (2): Includes installation equipment, materials, labor and project management.
- (3): Includes concrete slab, air compressor, control panel, miscellaneous equipment, security fencing, electrical feed, labor and project management.
- (4): Based on unit cost multiplied by an assumed 5-year operating period.

Please be advised the costs presented in Table 1 for monitoring and laboratory testing pertain only to the new monitoring wells and sparge points installed as part of the corrective action program. Monitoring and laboratory testing for existing monitoring wells will be performed under the Landfill's postclosure maintenance program which is funded under a separate financial assurance mechanism.

CLOSING

EBA appreciates the opportunity to be of service to the Authority on this project. If you should have any questions regarding the information contained herein, please do not hesitate to contact our office at (707) 544-0784.

Sincerely,

EBA ENGINEERING

Mike Delmanowski, C.E.G., C.Hg.

Senior Hydrogeologist





REFERENCES

Del Norte Solid Waste Management Authority, July 16, 2013, Crescent City Landfill, Semiannual Monitoring Report, Reporting Period: January 2013 – June 2013.

EBA Engineering, July 26, 2013, Landfill Gas Heat Input Capacity Report, Crescent City Landfill, Del Norte County, California, EBA Job No. 13-1902 (Task B7); Prepared for Del Norte Solid Waste Management Authority by EBA Engineering, Santa Rosa, California.

Winzler & Kelly Consulting Engineers, January 2003, Feasibility Study for Corrective Action Program, Crescent City Landfill, Crescent City, California: Project No. 02-1398-02002; Prepared for Del Norte Waste Management Authority by Winzler & Kelly Consulting Engineers, Eureka, California.



Del Norte Solid Waste Management Authority

1700 State Street, Crescent City, CA 95531 Phone (707) 465-1100 Fax (707) 465-1300 www.recycledelnorte.ca.gov

Staff Report

Date:

05 Dec 2013

To:

Commissioners of the Del Norte Solid Waste Management

Authority

From:

Tedd Ward, M.S. – Acting Director / Program Manager

File Number: Attachments: 061802 - Franchise for Collections & Recycling Service Standards from the Collections Franchise

Topic:

Agreement with Recology Del Norte Formation, Responsibilities & History of the Del Norte

Solid Waste Management Authority with respect to

Collections

Summary: Status report; no action required. This report is the third of a series intended to provide Commissioners with a better understanding of the historic and regulatory context under which Authority programs and activities have evolved since its formation in 1992. This report will explore the third of the six purposes of the Authority as described in the first Amended Joint Powers Agreement relating to the administration of refuse and recycling collection and processing agreements. Essentially, the Authority develops the collection service standards, procures those services, and administers the collections franchise agreement.

Background: In adopting the First Amended Joint Powers Agreement, the City and County have affirmed that they agree that the Authority is to be responsible for:

Defining and monitoring the service standards for collections of discards in the incorporated and unincorporated area of the County and the ability to grant franchises for waste hauling and/or collection and processing of mixed recyclable materials in its discretion; ..."

In the garbage business, municipal collection agreements are often Analysis: referred to as 'franchises,' where a municipality (like DNSWMA) grants exclusive rights for the collections company (a Franchisee, such as Recology Del Norte) to offer services in specific areas, under specific conditions, called 'service standards.' In exchange for this community-approved monopoly, the collections company pays

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Printed on minimum 30% post-consumer

franchise fees to help offset the costs for required programs like household hazardous waste collections.

Since the Authority was formed in 1992, this agency consolidated separate collections agreement for the City and the County into a single collections franchise in 1996, which was awarded by competitive bid to Del Norte Disposal, a subsidiary of NorCal Waste Systems. Since that time and prior to the award of the current collection franchise, NorCal changed its name to Recology and Del Norte Disposal has changed its name to Recology Del Norte.

In October 2006, the Authority began a process engaging the Del Norte Solid Waste Task Force in assessing possible changes to the Collection Service Standards for a new collections franchise. In December 2009, the Board directed staff to release a Request for Proposals (RFP) for these new collection services. In response to the RFP, three proposals were received on April 7, 2010. The new collections franchise was ultimately awarded to Recology Del Norte, who has subcontracted with Julindra Recycling to process and market the recyclables Recology is obligated to collect, process and market under the agreement.

The new franchise contract with Recology Del Norte provides for a greatly expanded and improved recycling and organics collection services compared to the previous agreement. Customers now have options to save on disposal costs by stepping down to smaller solid waste containers. All residential and commercial customers signing up for 20, 32, 64, or 96 gallon garbage carts will also receive an equal or larger size recycling cart included with the price. For the first time ever, apartments and mobile home parks will receive recycling services included with waste collection services. Apartments will also be eligible to have bulky item collections included with their services. Also, containerized collection services for yard debris will also be available for the first time in Del Norte County.

The following table summarizes some of the substantial changes under the new Agreement that were different under the collections contract prior to July 2011.

Policy Topic	Description	1996-2011	New Franchise 2011 -2023	Rationale
Term of Franchise	This is the length of time between the Start of Services (Effective Date) and Termination of the Agreement.	12 years, with an option to terminate by either party starting at year seven. The Authority extended the current Franchise for an additional 3 years	12 years, unless there is an Event of Default and the Authority chooses to terminate the agreement as allowed under Article 9.03 of the Agreement.	Standard equipment depreciation is over seven years. Early termination is less subject to challenge than continuing extensions. 'Best cost for the service' can only be determined by competition.

Policy	Description	1996-2011	New Franchise 2011 -2023	Rationale
Topic Exclusive Franchise	These services are offered as an Authority-authorized monopoly within the Franchise Area.	All solid waste subscriptions Residential recycling	1. All solid waste subscriptions (gray or black) 2. Multi-material (>2 materials) fee-for-service recycling (blue) 3. Containerized organics collections (green)	All Franchise services require significant investments in equipment and containers, and costs for providing these essential services should be spread across the largest possible customer base to keep cost low.
Non- exclusive services	These services are offered by the Franchisee, but are not exclusive and may be provided by others within the County.	Commercial Recycling offered for single materials (mostly corrugated cardboard) at not more than 75% of the cost for an equivalent volume of trash collection and disposal service	Single or Two-Material Fee-for-Service Non-residential recycling, for not more than 60% of the rate for an equivalent volume of solid waste collection service.	Most grocery stores bale and ship their own cardboard, and bars often recycle their own bottles. Also, some community groups collect bottles and cans for fundraisers without charging a collection fee.
Franchise Fee	Monthly fees paid to the Authority, as a percentage of gross revenues.	10% of gross revenues, not including revenues of services provided outside of the Franchise, and not including disposal costs.	10% of gross revenues, not including revenues of services provided outside of the Franchise which are provided using equipment separate from that used to service Franchise customers, and no including disposal costs.	waste services, and Franchise Fees help pay for these essentia services. If Franchise uses Franchise

Policy Topic	Description	1996-2011	New Franchise 2011 -2023	Rationale
Business Services	These are collection services offered to non-residential subscribers	Commercial can service, different price for businesses	1. Cart Trash Service, same price as residential 2. Multi-material recycling, same price as residential 3. Containerized organics collections, same price as residential.	By making these services more readily available, businesses will have more opportunities to reduce waste and increase recycling. (Commercial recycling is expected to become mandatory in California in coming years under AB 32 to reduce greenhouse gases.)
Carts and Cans	Specifications for garbage cans, carts, bins, and bags.	Cans and carts provided by customer; bags and bins provided by Franchisee	Cans, carts (20 gal, 30 gal, 60 gal. & 90 gal), bins and bags, and associated labels and maintenance are provided by Franchisee Cart Color scheme: 1. Solid waste: gray or black 2. Recyclables: Blue (possibly split cart) 3. Organics: Green	Requiring carts to be provided by Franchisee effectively encourages proposals for semi- or fully-automated collection, and enables each Proposer to describe how recyclable materials are to be prepared for collection (split cart or no), and how recyclables will be processed and marketed.

Policy Topic	Description	1996-2011	New Franchise 2011 -2023	Rationale
Multi- Family Services	Collection services offered to facilities with more than 4 households	These accounts are currently defined as commercial accounts, and may subscribe to commercial services.	Multi-family basic service includes Basic Residential Collections Services for Solid Waste, and will include collections of recyclables and a limited number of bulky items for no additional charge. Collections of Multi-family recyclables or Organics collections will also be offered as a separate subscription service.	Feedback from the public indicated that many residents of apartment complexes and mobile home parks want and would use recyclables and bulky collections services if offered.
'Basic' Services	As landlord are now required to provide 'basic services' to their tenants, and the basic services are described within the Franchise Agreement	Basic service for residents is one can of trash per household, plus curbside recycling. For multi-family tenants, basic service does not include recycling.	Basic service for all residential customers would include collection of trash and recyclables, as well as bulky item collection.	Comments from the Solid Waste Task Force indicated a strong interest in expanding recycling to include multi-family complexes.

Policy Topic	Description	1996-2011	New Franchise 2011 -2023	Rationale
Bulky Item Collection	Collection of mattresses, washers, ovens, water heaters, furniture, refrigerators, and other bulky items has been a service which has been bundled with residential collection services.	Single-family residents get two free bulky item collections per year after 3 months as a collection customer, with refrigerators and freezers counting as two bulkies.	Cart customers are eligible two free collections of up to a total of two bulky items per year, and 94 gallon customers would get two free collections of up to two bulky items per collection. Additional bulky item collections are available for a fee. Annually, for each cubic yard of trash volume, bin customers are eligible for two free collections of up to two bulky items per collection.	Bulky Items continue to be among the most visible items prone to illegal dumping. Expanding the availability of free bulky item collections to all residential customers will help reduce this area of community concern.

The ad hoc Collections committee also recommended accepting Recology Del Norte's proposals to providing optional services described in Exhibit I of the new Franchise Agreement (Diversion Blitz, Internship Program, Coats for Kids Program, School Recycling Redemption Program, Winter Clean-Up – Holiday Trees, and Carbon Footprint Measurement).

The current collections franchise will continue through June 2023. In addition to being the government agency responsible for managing and assuring performance under this agreement, the Authority sets the maximum rates that Recology Del Norte is allowed to charge within the franchise areas, while retaining the ability to make changes to this agreement if the needs of our community or changes in regulations require changes in how trash, recyclables, or yard debris are collected or processed.

Fiscal Impact: The collections franchise has many fiscal controls to help assure that collections rate increases are controlled during the term of this franchise collections agreement. All rate increases are limited during the term of this agreement by changes to the Consumer Price Index for all Urban Consumers, or must be separately approved by the Authority in a Change Order and/or Rate Ordinance.

EXHIBIT A1: FRANCHISE AREAS AND COLLECTION TIMES

A. FRANCHISE AREAS

)

Within the Franchise Areas indicated on the map attached as Exhibit A2, Contractor will have exclusive right to provide the Collection Services described in this Agreement, and will not deny any Customer requesting Collection services within these areas. Customers within either Franchise Area are referred to hereafter as "Franchise Customers."

- 1. PRIMARY FRANCHISE AREA: The map attached as Exhibit A2 shows the areas of the Primary and Secondary Franchise Areas. All Collection Services described in this Agreement must be made available to potential Customers with addresses in the Primary Franchise Area within the Board-approved maximum Franchise Collection rates.
- 2. SECONDARY FRANCHISE AREA: All services available to potential Customers within the Primary Franchise Area, except for Bag Service, must also be made available to potential Customers in the Secondary Franchise Area. All Franchise Collection services provided in the Secondary Franchise Area will be subject to a "Secondary Franchise Area surcharge," as approved by the Board.

B. DEL NORTE COUNTY AREAS OUTSIDE FRANCHISE AREAS

Outside the Primary and Secondary Franchise Areas, Contractor does not have exclusive right to provide Collection Services, nor does Contractor have any obligation to provide services to these areas.

C. TIMING OF COLLECTIONS

Unless otherwise specifically approved in writing by the Board, Collection of Solid Waste, Recyclable Materials and Organics must occur between the hours of 6:00 A.M. and 6:00 P.M. in all areas of Del Norte County. The Authority may authorize Collections starting as early as 5:00 A.M. in business districts, or other specific times as may be necessary to service specific facilities. Contractor is required to receive authorization for any and all Collections under this Franchise Agreement before 6:00 A.M. or after 6:00 P.M. Contractor will promptly resolve any complaints of noise to the reasonable satisfaction of Director.

- 1. Days and Hours of Collection. Contractor will make daily Collections (Monday through Friday) in all business districts and once weekly (Monday through Friday) in all residential districts, subject to such changes as may be approved by resolution of Board. Contractor may offer weekend Collection Services to Customers for an additional fee.
- 2. All Weekly Solid Waste, Recyclables, and Organics Collection Services Occur on Same Day. All weekly Collection Services offered to the general public will be provided so that Solid Waste, Recyclables, and Organics

Collections occur on the same day of the week for any particular address within the Franchise Area.

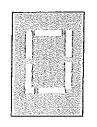
3. Collection Service Holidays. Collection Service Holidays are January 1; Easter Sunday; Memorial Day; July 4; Labor Day; Thanksgiving Day; and Christmas Day. Contractor will notify Customers at least annually of Collection schedule changes associated with these holidays. Contractor may not assess any Collection surcharge solely due to Collection schedule adjustments during the week following a Collection Service Holiday.

Proposed Areas for Del Norte's New Collections Franchise

Legend



Del Norfe County



Primary Franchise Area



Secondary Franchise Area

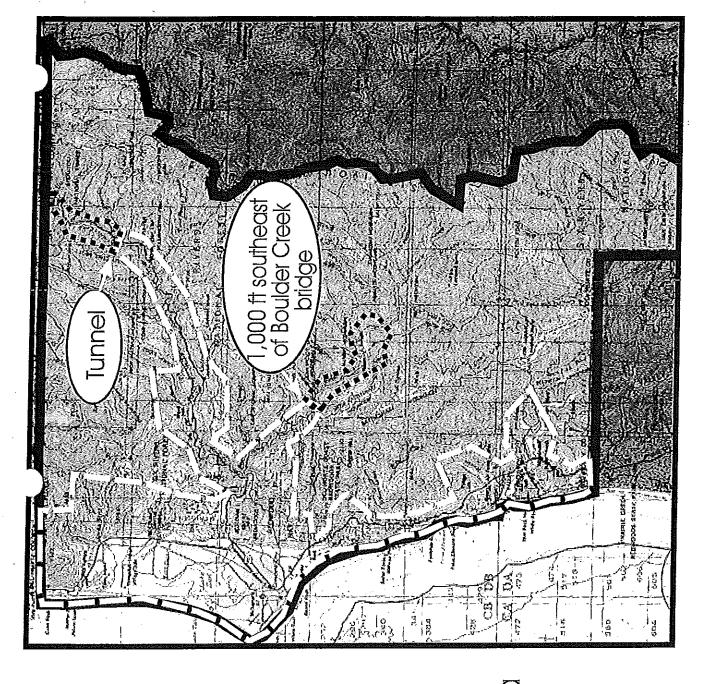


EXHIBIT B1: SOLID WASTE SERVICE SPECIFICATIONS

- A. Frequency of Collections Services.
 - 1. Residential. Contractor will offer same day weekly curbside Collection of Solid Waste and Recyclables to all Residences in the Franchise Area contracting for such services; and collect all materials delivered to a temporary container for Franchise Collection that week; subject to such maximum charges as approved by resolution of the Board.
 - 2. <u>Commercial</u>. Contractor will provide same day Solid Waste and Recyclables Collection service to all commercial and industrial premises within the Franchise Area contracting for those services; and collect all wastes delivered to a commercial container for Franchise Collection not less than once per week.
 - 3. Organics. Contractor will provide weekly Organics Collection services to all Customers subscribing to weekly Organics Collection services on the same day that Solid Waste Collection is offered for that address.
- B. Types of Collections Services. Franchise Customers are eligible for bag, cart, bin, and Roll-off Collection services, with all necessary containers being provided or delivered by Contractor to each customer prior to Collection.
 - Bag Service: Contractor must offer residents in the Primary Franchise 1. Area bag service for Solid Waste Collection. Bags of suitable size (>25 gallons capacity), at least 1 mil (0.001 inch) thickness, clearly depicting Contractor logo or other appropriate symbol, with printed instructions for appropriate use of the bag, will be offered for sale by Contractor at advertised locations in the City and County. Cost for Collection of bags is to be wholly recaptured by sale price of bags. Customers purchasing bags must be provided printed material indicating terms of bag service and acceptable and unacceptable materials for placement in bags. Contractor may collect the name and address where the bags will be used at the time of sale. A summary listing of the number of bags sold in the City and County during the previous quarter will be submitted by Contractor to the Authority within thirty (30) days of the end of each quarter. Printed material must clearly indicate that customers may only set-out bags, and Contractor will only collect bags, on days of regular collection for that address, and that some bag customers may be requested to call in (not later than 5:00 P.M., the evening before Collection) to alert the Contractor's office that there will be a bag for Collection at that address. The Contractor's office will have a container available for receiving pre-paid bags for disposal during business hours.
 - 2. <u>Cart Service</u>: (a) Upon Customer request, Contractor will provide and deliver appropriately sized cart(s) at no additional cost, before such Collection Service is initiated. The standard sizes for can or cart service

will be: 20 gallons, 32 gallons, 64 gallons, and 96 gallons, unless otherwise agreed to by Authority and Contractor. If a Customer requests a cart in a size that is not readily available, that Customer will receive the next larger size cart at the requested size cart price until such time as the requested size cart is available. Contractor will use grey or black cans or carts for Solid Waste, blue carts for Recyclable Materials, and green carts for Organics.

- (b) Contractor will not be required to go into garages or other buildings to make pick-ups at residences. Nor will Contractor be required to go into backyards or closed areas to make pick-ups, but may do so and may assess a Board-approved 'Roll-out surcharge' for that service. Contractor will consult with each Customer to determine the appropriate location for Off-curb can(s).
- (c) Contractor may issue a Notice, Warning, or Non-collection tag as described in Sections 5.06,C and 5.06,D for carts that are overweight or that have been overfilled so the lid will not rest in the closed position. If rain has accumulated in a can or cart which is in need of repair or replacement, and the disrepair is the likely cause of the water accumulation, then the can or cart will be collected, regardless of weight.
- (d) After weekly Collection service is initiated, Customers may also request replacement of defective carts, which Contractor will provide at no additional charge. Customers may request replacement of carts which have been stolen, if the Customer provides a copy of a police report regarding theft of the container.
- (e) If a Customer requests replacement of a container, but is unable to provide the container to be replaced, Contractor may charge the Customer not more than 120% of the documented purchase price for the container.
- Bin Service: Contractor will provide bins for storage and Collection of 3. Solid Waste designed, constructed and maintained to be water tight, to prevent the leakage of liquids, and to have lids which inhibit the inflow of rainfall or snow. All bins with a capacity of one cubic yard or more must meet applicable federal regulations on Solid Waste bin safety. All bins must be maintained to have a consistent appearance, either galvanized or painted with Contractor's standard color(s) and prominently display the name and telephone number of Contractor. All such bins are to be supplied and maintained by Contractor at no charge to the customer. If a Customer requests a bin in a size that is not readily available, that Customer will receive the next larger size bin at the requested size bin price until such time as the requested size bin is available. Provisions to lock containers will be provided at customer request for an additional Board-approved charge. Contractor may charge a 'Roll-out surcharge' for each instance when Contractor employee needs to unlock a bin prior to

Collection, if that bin is not a Contractor-provided locking bin. Contractor may issue a Notice, Warning, or Non-collection tag as described in Section 5.06.C and 5.06 D for bins that have been overfilled so the lid will not rest in the closed position.

Contractor will provide Collection and disposal or recovery services for a variety of bin sizes in two general bin service categories:

- Temporary Cart or Bin Service. Contractor will deliver the requested cart or bin size to a Customer's address and collect that (a) bin for disposal or recovery one week later. If a Customer requests a bin in a size that is not readily available, that Customer will receive the next larger size bin at the requested size bin price until such time as the requested size bin is available.
- Temporary Cart Service for Events. Contractor may collect up to twice the Board-approved rate at the time customers order one or (b) more Temporary cart of 64 gallon or 96 gallon volume for Solid Waste. Each order of a temporary cart will be delivered to the requested delivery address paired with an appropriately labeled Recyclables cart of equal or larger volume. Upon collection, Contractor will note all Recyclables carts with less than 20% non-Recyclable Materials by volume or weight ('Uncontaminated Recyclables Cart'). After Collection, that Customer will be due a refund from Contractor for each collected Uncontaminated Recyclables Cart equal to the Board-approved rate for that volume Temporary Solid Waste cart service. At the time they order this service, Customers will be provided written materials pre-approved by the Director explaining this service, charges, potential refund for Uncontaminated Recyclable Carts, and tips for reducing contamination in the Recyclables carts.
- Subscription Cart or Bin Service. Contractor will deliver the requested size of cart, bin, or debris box, plus all additional carts or (c) bins necessary to provide additional included residential Collection Services, and provide weekly Collection and Disposal or recovery of the bins contents, or more frequently if so subscribed.
- Roll-off Debris Box Service. Upon request, Contractor will provide Rolloff containers and collect and dispose of all Solid Waste generated by 4. Customers within Franchise Area and delivered for Collection to a Roll-off container as scheduled with each Customer. Customers will have the option of requesting a bin with or without a wire mesh lid which can be raised or lowered over the Roll-off bin, and rain-proof lids and/or tarps deployed to securely cover the wire mesh will also be available for Roll-off debris boxes. Roll-off bins will be offered in 20 cubic yard, 30 cubic yard, or 40 cubic yard sizes. Solid Waste Collection Services offered in volumes of 10 cubic yards may be bins or debris boxes. If a Customer requests a bin or debris box in a size that is not readily available, that Customer will receive the next larger size bin or debris box at the

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requested size price until such time as the requested size bin or debris box is available.

- 5. Services included with Residential Solid Waste Cart, Bin or Debris Box Subscriptions. All households at facilities subscribed for weekly Solid Waste cart, bin, or debris box Collection Services are eligible to participate in the following additional Collection Services. All printed information describing residential services will include descriptions of these additional services. Costs for the following additional Collection Services are to be included in the Collection component of all residential rates, except for Extra Bulky Item Collections as described below:
 - Recyclables Collection. Contractor will, for no additional charge, provide blue carts or bins of the same or larger total volume as Solid Waste Collection for that facility for the purpose of weekly Collection of Recyclable Materials, as described in Exhibit C1 and Exhibit C2 on the same day of the week. Carts or bins provided for recyclables will be appropriately labeled 'Recyclables Only' with Authority-approved labels indicating acceptable Recyclable Materials and sorting, if any. Customers who opt to have a reduced volume, or entirely decline Recyclables Collection Services at a Multi-family residential facility with bin service must do so in writing, and such documentation will be retained by Contractor for all such facilities and Customers.
 - Residential Bulky Item Special Collection. Contractor will offer (b) Bulky Item Special Collection services on an on-call basis to Franchise Area residential Customers. Contractor may limit free Bulky Item Special Collection Services to residential Customers who have paid for at least ninety (90) days uninterrupted subscription to Solid Waste Collection Service and to Customers who are current in payments for services, and to Customers who call at least 48 hours prior to the requested Bulky Item Collection. Each Bulky Item Special Collection will be limited to one large item (e.g. stove, water heater, couch, mattress, boxspring, television, computer monitor, tire, or any item subject to a per-item charge at the Central Transfer Station), or a single box of not more than one hundred pounds containing consumer electronics devices; a single tree of not more than 9 feet in height, such as a Christmas tree, free of tinsel, ornaments, or metal stands; or one and one-half (1.5) cubic yards of bagged material, provided that the bags do not include any items banned from mixed waste disposal and no single bag weighs more than 40 pounds. Refrigerators, freezers, and other items requiring certified Freon removal will count as two Bulky Item Special Collections for this residential program. Except for trees, Bulky items over sixty (60) pounds will be prepared for safe loading using a hand truck, or may otherwise be subject to a Halfhour labor service fee.

- customers will be eligible for up to two (2) separate free
 Bulky Item Special Collection pick-ups during each year they
 subscribe to Solid Waste Collection services. Contractor
 will provide additional Bulky Item Special Collection services
 to residential customers who request more than two (2)
 Bulky Item Special Collections during any 12-month period
 for an additional Board-approved fee per Extra Bulky Item.
- Multi-family Bulky Items. Multi-family residential Solid (ii) Waste Collection Customers are also eligible for free Bulky Item Collections, up to an annual total of two (2) scheduled Bulky Item Collections per year from each single multifamily, apartment, condominium, or mobile home complex. Multi-family complexes are eligible for different annual numbers of free Bulky Item Special Collections, based on the total volume of Solid Waste Collection Services provided by Contractor to that complex, whether such service is containerized for each household in carts, to the entire complex in bins or debris boxes, or some combination thereof. For every cubic yard of weekly uncompacted Solid Waste Collection Services, and for every two (2) cubic yards of Compactor Collection Service monthly provided by Contractor to a multi-family complex, Contractor will offer up to two (2) bulky items collected annually from that complex for no additional charge. For example, an apartment complex with 10 units has a 2 cubic yard bin, so after 90 days of uninterrupted Collection Service, that complex is eligible to receive up to a total of (2 x 2 =) 4 Bulky Item Collections per year for no additional charge upon request from the Responsible Party for that complex.

The Responsible Party for each multi-family complex is responsible for notifying tenants that this service is available, to assure that the Bulky Items are properly prepared, and to call Contractor at least 72 hours prior to the requested Collection. Bulky items over sixty (60) pounds will be prepared for safe loading using a hand truck or may otherwise be subject to a labor service fee. Contractor may also charge a labor service fee to provide the third and subsequent Special Bulky Item Collections during a twelvemonth period, in addition to any applicable charges for Extra Bulky Items. Contractor will provide additional Bulky Item Special Collection Services to multi-family residential complexes for an additional Authority-approved fee per Extra Bulky Item.

- Spring Cleanup Week. Contractor must establish an annual (c) Spring Cleanup Week for all Primary Franchise Area weekly Residential Solid Waste Collection Customers, providing Collection Services for not less than a one week period between March and June, though each address may be scheduled for a single day of the Spring Cleanup Collection service. Eligible Customers may place up to 1.5 cubic yards of Organic Materials for Collection during the appointed time, whether or not they subscribe for Organics Collection Services. Contractor will offer a similar perhousehold volume of Collections of Organic Materials aggregated in one location (or more locations if Contractor agrees) as coordinated with the Responsible Party for each multi-family residential facility. Contractor will describe how Organic Materials are to be prepared for Collection, and when the Spring Cleanup Collections will occur. Contractor will issue Public Service Announcements to this effect to all regional radio stations and will advertise this service not fewer than four separate days in the local newspaper during the two weeks immediately prior to the Spring Cleanup Week in ads of dimensions not smaller than 4 inches by 4 inches.
- 6. Collection Service Surcharges. The following surcharges are allowed for special services in addition to Collection, and the amounts of these surcharges are to be included on all official listings of Board-approved Collection Rates. For surcharges assessed as percentage multipliers, the Board-approved Collection Rate is multiplied times the percentage multiplier surcharge to calculate the surcharge to be added to the Collection Rate. Per-occurrence surcharges are a fixed amount which is added to the Collection Rate. Per-occurrence surcharges may be adjusted under the annual CPI-based rate adjustment upon timely Contractor request, however, percentage multiplier surcharges will not be subject to modification under the CPI-based rate adjustments.
 - (a) Roll-out surcharge may be assessed when the Contractor must move one or more bins or roll-offs more than 15 feet prior to collection. Roll-out surcharges may also be assessed for bins which are locked behind enclosures at the time of Collection. This surcharge does not apply to commercial carts (32, 64, 96 gallon).
 - (b) Off-curb surcharge may be assessed when the Contractor must move a cart more than 15 feet to be accessible to the collection vehicle. This charge may also be assessed if Contractor agrees to enter a backyard, fenced, or enclosed area to access a can or cart. This surcharge does not apply to commercial carts (32, 64, 96 gallon).
 - (c) Off-road surcharge may be assessed for Collection from an address within the Primary Franchise Area listed accordingly in Exhibit E: Board-Approved List of Address-Specific Service Modifications. Any additions to this list must be approved by the

- Board. No single Franchise Collection Service will be subject to both an Off-road and a Roll-out surcharge.
- (d) Weekend or Holiday Collection surcharge may be assessed by Contractor for any requested Collection that occurs on a Saturday, Sunday, or Holiday, except for services described under Section C of this Exhibit.
- (e) More than Weekly surcharge may be assessed by Contractor for any requested subscription for regular Collection that occurs more than once per week. The 'More than Weekly' surcharge is assessed as the additional percentage of the monthly fee for weekly collection multiplied times the number of additional collections per week. For example, if the montly rate for weekly collection of a cart was \$40, and the 'More than Weekly' surcharge was 100%, the rate for collection of that same size cart three times per week would be: \$40 + ((\$40 x (3-1)) x 100%) = \$120 per month.
- (f) Larger Recyclables Cart charge may be assessed by Contractor for each Solid Waste cart Customer who requires a 96 gallon cart for Recyclables Collection and has a smaller volume Solid Waste cart
- (g) Medical waste surcharge may be assessed by Contractor for Collection and Disposal of treated Medical Wastes in bins or carts of any size.
- (h) Secondary Franchise Area Surcharge may be assessed by Contractor for any Franchise Collection Service provided within the Secondary Franchise Areas.
- (i) Overweight Debris Box charge may be assessed at the per-ton rate for disposing mixed wastes at the Del Norte County Transfer Station by Contractor for bin services for the documented disposal fees in excess of 4.25 tons for a 20 cubic yard debris box, in excess of 5.5. tons for a 30 cubic yard debris box, or in excess of 6.75 tons for a 40 cubic yard debris box.
- (j) Extra Time for Temporary Bins surcharge may be assessed by Contractor for each additional week after the first eight days a Customer has requested additional access to a temporary bin.
- (k) Relocation charge for Temporary Bins may be assessed by Contractor for each requested move (5 miles or less) of temporary bins after initial delivery and before final Collection.
- (I) Customer-initiated unscheduled collection surcharge may be assessed by Contractor for any Franchise Collection Service provided in response to a Customer request for Collection Service on a day other than that scheduled by Contractor, except for those services described in Section C of this Exhibit.
- (m) Pass-through per item charge may be assessed by Contractor for Disposal of items placed in bins in addition to the per unit cost assessed to dispose of those items at the Del Norte County Transfer Station. Pass-through charges may be applied to bin or debris-box Customers with one or more of the following items in their bin or debris-box: large metal appliances such as washers, dryers, water heaters, ovens, stoves, or dishwashers, tires with or

without rims, bulky furniture, mattresses or box springs, refrigerators, freezers, or air conditioners. For Collection of one or more of the items listed in this section from Customers whose payments are not current or who are not subscribed for a weekly Collection Service, Contractor may require payment in advance of the Pass-through per item charge plus the per unit cost assessed to dispose of those items at the Del Norte County Transfer Station plus a Special Service Fee if necessary.

- (n) Locking bin surcharge may be assessed by Contractor for providing a locking bin and lock in response to a Customer request. Contractor will not assess a "Roll-out surcharge" for bins with a "locking bin surcharge" unless such bins are locked inside enclosures or the bins must be moved to enable Collection.
- (o) Bear-proof bin surcharge may be assessed by Contractor for providing a 'bear-proof' bin in response to a Customer request.
- (p) Special Service Fee (per half-hour) may be assessed by Contractor when significant additional labor is required to prepare materials for Collection, such as when Bulky Items are placed for Collection but are not readily moved by a hand truck.

C. Cart, Bin, and Debris Box Maintenance

- 1. Cleaning, Painting, Maintenance. Contractor will steam clean and repaint all Contractor supplied containers at a frequency sufficient to present a clean appearance. Visible rust on any Contractor bin or vehicle covering a contiguous area of two (2) square feet or more, or a total of ten (10) square feet, will by definition be a bin in need of painting or replacement, however, a bin or vehicle may be determined to need painting without meeting this criteria. All containers must be maintained in a functional condition, e.g. working lids and wheels. All graffiti on containers must be removed, or graffittied containers replaced, as soon as practicable, but not more than ten (10) days after discovery.
- 2. Labelling. All bins are to be labeled with the following text: "Warning: It is unlawful for any person to deposit any trash in this container without prior authorization by the owner. Violators are subject to a minimum \$500 fine for first violation and up to six months in jail. California Penal Code Section 374.3."
 All blue carts for Recyclable Materials or green carts for Organics provided by Contractor must have labels affixed on the underside of the cart lid, with graphics and text approved or provided by Authority, describing what materials are acceptable within each cart and how materials are to be prepared by the Customer. Dimensions of each label will not be less than eight (8) inches by ten (10) inches.
- 3. Repair and Replacement. Contractor will repair or replace all containers damaged by Collection operations at no cost to Authority or Customers.

EXHIBIT B2: SPECIAL COLLECTION SERVICES

Services described in this section will not be subject to any surcharges described in Exhibit B1 section B.6.

- Collection, Transport, and Disposal of Wastewater Treatment Plant A. Sludge, Screenings, Skimmings, and Grit. Contractor will offer Collection of sludge, screenings, skimmings, and grit from wastewater treatment plants within the Franchise Area. Contractor will use only vehicles, equipment, scales, storage containers, and drivers and Disposal Facilities that are appropriately permitted, placarded, and licensed to provide these services in compliance with all Applicable Laws. Costs for providing Collection, transportation, and Disposal services for these materials will be charged as a maximum fixed rate per ton, regardless of container, Collection method used, or frequency of Collection. Contractor may charge less, but may not charge more, than the maximum fixed rates described within Exhibit F, as adjusted under Article 7. Collection and Disposal of these materials is exclusive under this Agreement (Section 4.01 B), though collection and beneficial reuse (e.g. composting, land application for agricultural uses, etc.) of some of these materials is not exclusive (Section 4.01.C), and may be initiated by the Authority and/or the Contractor's Customer(s) at any time. All components of the fees collected by Contractor for the Collection, transport and Disposal of sludge, screenings, skimmings, and grit are and will be subject to the Franchise Fee as described in Section 4.02 of the Agreement. Charges to Customers for the Collection, transport, and Disposal of wastewater treatment plant sludge, screenings, skimmings, or grit will be accompanied by copies of all relevant weight receipts from the Disposal Facility and/or an appropriately certified (i.e. tested and sealed) scale.
- B. <u>Authority-Directed Pull-charge Services</u>. Contractor will provide the services described in this Section under the Administrative guidance of the Authority Director.
 - 1. Small-volume Transfer Station Collection. Contractor will provide a suitable number of containers but not less than one (1) forty (40) cubic yard container for the Gasquet Transfer Station for trash, and one (1) forty (40) cubic yard container for brush and yard debris, and two (2) forty (40) cubic yard containers for trash, and one (1) forty (40) cubic yard container for brush and yard debris for the Klamath Transfer Station, unless otherwise specified by Director in writing.

Contractor will provide for the Collection and transport of the containers to the Disposal Site on an as needed basis, but not less than weekly. Contractor will provide for the placement of empty forty (40) cubic yard replacement containers at the time of collecting full containers. Bins used at the small-volume transfer stations must be fitted with metal mesh lids that when closed effectively inhibit animal access to the materials in the bins, and the

lids used during the months of October through May must have lids which inhibit precipitation entering the bin when closed, or tarps must be deployed and secured over the metal mesh lids to inhibit precipitation inflow. Contractor must provide all necessary equipment of sufficient capacity and personnel of sufficient number to collect and transport Solid Waste from the transfer stations to the Disposal Site. Contractor will have a phone number which Authority may call to request Collection of bins from small-volume transfer stations as need arises on weekends or holidays, and Contractor will respond to such a request within four (4) hours.

Contractor will maintain the premises in and around the transfer stations in a neat and orderly condition, and is responsible for cleaning the loading bays after a bin is removed and before its replacement is placed. Cleaning must be to the satisfaction of the Director. If inspection reports of any small-volume transfer station indicate an 'area of concern' or 'violation' due to accumulation of trash in or around the loading bays during the previous four (4) weeks, Contractor must abide by instructions given by the Director to eliminate the cause of the trash or litter accumulation, or respond in writing to the Director proposing an alternative method to eliminate similar citations in the future. Furthermore, if the gates, bin flaps or any other structures or facility improvements at the small-volume transfer stations are damaged in the process of Collection, Contractor will repair or replace such damaged items at no additional cost as soon as practicable.

Contractor will bill Authority directly and on a monthly basis for the provision of small-volume transfer station Collection Services including Collection and transfer to Disposal Site. Bills will include the number of containers serviced and cost per container at each small-volume transfer station during the billing period, and will not include additional charges for weekend Collection or for using debris boxes with lids. Bills will be sent to the attention of the Director at the address provided in Section 10.15 of this Agreement. Contractor will not be assessed a tipping fee at the Disposal Site and billing will not include cost of Disposal at Disposal Site.

2. Authority-requested Pull-charge Bin Service. Contractor will respond within forty-eight (48) hours of an Authority request to deliver one or more bins of any size to be delivered anywhere within Del Norte County. If Contractor is unable to comply with the request due to access or equipment limitations, Contractor will respond by proposing an alternative method to collect an equivalent volume of materials from the Authority's requested location at no additional charge. After the twenty (20) Authority-directed complimentary bin pulls (as described in section C.3 of this Exhibit) have been depleted during a calendar year, Contractor is authorized to charge and bill the Authority for each bin requested under this section at the same rate as would be charged for a

single small-volume transfer station Pull-charge Collection. Contractor will not be assessed a tipping fee at the Disposal Site and billing will not include cost of Disposal at Disposal Site, for any bin so requested by the Authority.

C. <u>Authority-Directed Contractor Services without charge.</u>

Streetside Litter and Recycling Containers. Contractor will provide, 1. without cost to Authority, not less than sixty (60) suitable litter containers and sixty (60) suitable Recyclables containers to be co-located in pairs, with one litter container next to one Recyclables container. The sixty (60) pairs of containers will be located at the indicated locations specified in Exhibit J, and Contractor will collect and recycle or dispose of contents thereof free of cost to Authority, the City and the County. Containers will be of a size and type and in locations approved by the Director. Frequency of service must be sufficient to avoid overflow of litter and Recyclables containers. Contractor will collect all non-Prohibited Waste materials placed in any Streetside container, even if materials placed therein are improperly sorted or include contaminants. Contractor may place additional Director-approved signage or other educational materials near or on streetside containers to reduce contamination. As part of the Annual Report, Contractor will submit a map of the locations of all sidewalk litter containers and sidewalk recycling containers in Dei Norte County for review by the City of Crescent City and County of Del Norte, and the Authority. The Authority may change the locations to be serviced with sidewalk containers and Collection Services as part of the annual review.

2. Community Recycling Drop-off Centers.

- (a) Contractor will develop and operate recycling drop-off centers as follows: one (1) at the Del Norte County Transfer Station, plus one (1) drop-off center each for the City of Crescent City, the communities of Smith River, Fort Dick, Houichi, Gasquet, and Klamath; for a total of seven (7) centers. The Gasquet and Klamath drop-off centers will be located at the communities' small-volume transfer station sites unless otherwise authorized by the Director in writing. Contractor will be responsible for the identification of appropriate drop-off center sites within the City and communities of Smith River, Fort Dick, and Hiouchi, subject to approval by the Director.
- (b) The Recycling drop-off centers are to be open to the public seven (7) days a week, except for such drop-off bins which are placed at Authority facilities. The drop-off centers must accept at a minimum: newspaper, magazines, aluminum cans, steel cans, glass containers, PET plastic containers, HDPE plastic containers, and corrugated cardboard. The list of materials may only be amended or modified with the written approval of the Director.
- (c) Properly labeled bins (or partitioned portions of bins) must be provided for each type of Recyclable Material. Contractor must provide for

adequate signage, parking, security, and vehicle ingress/egress. Contractor will provide for separation and marketing of any materials commingled in drop-off containers unless otherwise approved by the Director. The costs for collecting, processing, and marketing materials collected from the recycling drop-off centers, cleaning and maintaining the neat appearance of each drop-off area, properly collecting and disposing of materials placed outside the containers at each Community Recycling Drop-off Center, and Collection and Disposal of residuals removed from the Recyclable Materials delivered to the Processor, are to be included in the Collection components of all residential and commercial trash Collection Service fees.

- (d) Contractor will collect all non-hazardous materials placed in any Community Recycling Drop-off Center, even if materials placed therein are improperly sorted or include contaminants. Contractor may place additional Director-approved signage or other educational materials at any Community Recycling Drop-off Center to reduce contamination.
- 3. Authority–Directed Complimentary Bin Pulls for Community Cleanup. For the purposes of supporting community activities and cleanup events, Contractor will provide bins of the requested size and deliver them to any location within Del Norte County Franchise Area as specified by the Board and/or Director for a period of not more than two (2) weeks prior to Collection. Contractor will provide up to twenty (20) bin pulls per calendar year for which the Contractor will not separately charge the Authority. Contractor will not be charged at Authority facilities for disposal or recovery of the contents of any Complimentary Bin pull.

EXHIBIT C1: RESIDENTIAL RECYCLABLES SERVICE SPECIFICATIONS

- A. Collection Service; Materials Collected. The Contractor must provide a container(s) for the Collection of Recyclable Materials from any Solid Waste Collection Customer who requests such service. Contractor will use 32 gallon, 64 gallon, and 96 gallon containers with either one (1) or two (2) chambers. Each cart will have instructions on what materials can be recycled using that cart and how the materials are to be prepared and separated by customers. The form of the cart labels are subject to review and approval by the Director. Recyclable Materials Collections must include the following material types:
 - Plastic containers, except expanded polystyrene;
 - Steel and tin-plated steel cans;
 - · Aluminum Cans;
 - · Glass containers (all colors and sizes);
 - Non-waxed Corrugated Cardboard and Brown Paper Grocery Bags;
 - Newspapers, Magazines and Catalogs;
 - · Film Plastic bags; and
 - · Office paper and junk mail.
- B. Charges for Multi-material Recyclables Collections. Contractor will collect Recyclable Materials at no additional cost to residential Solid Waste Customers or Commercial cart (32, 64, 96 gallons) Solid Waste Customers. Such Customers will receive a Recyclables cart of the same size as their Solid Waste cart, unless they request a larger or smaller size. Customers with a 20, 32, or 64 gallon Solid Waste cart may be charged a monthly fee of \$5.00 if they request the 96 gallon Recyclables cart. Contractor may charge up to the Board-approved rate(s) for customers who subscribe for Recycling collection but who do not subscribe for residential Solid Waste Collection Services.
- C. Non-Collection of Improperly Sorted Materials. Contractor may refuse Collection of Recyclables contaminated or improperly sorted, including more than 10% (by volume or weight) non-recyclable or improperly sorted materials, if Contractor leaves a Notice, Warning, and/or Non-Collection tag explaining the reason for non-collection as described in section 5.06.C.
- <u>D. Separate Truck for Collecting Multi-material Recyclables.</u> Contractor will have a separate, dedicated recycling truck to perform this Collection.
- E. Mixing of Recyclables; Delivery to Designated Location. Contractor will deliver materials to the Authority-designated Processor(s), and will provide Quarterly Reports of the weight of each commodity recycled from multi-material Recycling Collections as required in Article 5.17 of this Agreement. If residential and non-residential multi-material Recyclables are mixed within the same truck during a Collection route, Contractor will allocate the Recyclables reported to commercial and residential Customers based upon the proportional volume collected from residential or commercial Customers on that route. In addition, the quantity of residuals collected through the residential curbside Recycling Collections that were separated by the Authority-designated processor for Disposal must also be reported on a quarterly basis. Curbside-Recycling-related Disposal will be disposed at the designated location (the Deliver)

Norte County Transfer Station), at the expense of the Contractor, in accordance with Section 5.12 of the Franchise Agreement.

EXHIBIT C2: MULTI-FAMILY RECYCLABLES COLLECTION

- A. Containers. Contractor will provide Collection services for the Recyclable Materials listed in Exhibit C1 for all residential units of any Multi-family housing complex at no additional cost if the complex subscribes for Franchise Solid Waste Collection, or for a monthly charge for for Recyclables-only Collections. Contractor will provide a container for all listed Recyclables that is conveniently accessible by each residential unit, but is not necessarily required to provide a separate Recycling cart for each dwelling. If labeled recycling carts are not used, Contractor will provide printed information about how to properly use the Recycling container(s) provided.
- B. Educational Materials. Contractor will deliver to all Multi-family residential units educational materials introducing the service and specifying set-out requirements, material types and condition, times, as well as the address and telephone number for service questions at the time the customer subscribes for Collection service. Supporting educational materials will be re-distributed at least annually prior to July 1st by Contractor and any time there is a change in Collection schedule, frequency or material types. The type and content of educational materials must be submitted to the Director for approval at least forty-five (45) days prior to distribution.
- C. Quarterly Report. Contractor will provide quarterly reports of the weight of each commodity recycled from Multi-family Recyclables Collections. If Multi-family residential and non-residential multi-material Recycables are mixed within the same truck during a collection route, Contractor must allocate the recyclables reported to commercial and Multi-family residential customers based on the proportional volume collected from Multi-family residential or commercial Customers on that route.

EXHIBIT C3: COMMERCIAL, INDUSTRIAL, AND INSTITUTIONAL MULTI-MATERIAL RECYCLABLES COLLECTION SERVICE SPECIFICATIONS

A. Commercial Recyclables Collection. The Contractor will offer Multi-material Recyclables Collection services to all commercial, industrial, and institutional establishments in the Franchise Area, and may charge up to the Authority-approved maximum service rates for Multi-material Recyclables Collection, and the service will include recycling of the same materials listed in Exhibit C1. The Authority does not guarantee a minimum participation level in commercial, industrial, or institutional Recyclables Collection services offered by Contractor. If a commercial, industrial or institutional establishment subscribes to commercial cart service (32, 64, or 96 gallons), it will receive a Recyclables cart of equal size at no additional cost.

B. Containers. Contractor will provide commercial and industrial Customers desiring Recycling service with one or more appropriately colored and labeled containers for the placement of Recyclables.

SINGLE MATERIAL COMMERCIAL RECYCLING COLLECTIONS **EXHIBIT C4:** SERVICES

- A. Services. Contractor will offer commercial and industrial Customers, Recycling Collections for single separated Recyclable Materials, such as corrugated cardboard, metals, office paper, or beverage containers, in all available sizes of bins. In addition, Collection of recyclable glass containers must be offered to all bar and restaurant accounts for Collection. Customers may subscribe to commercial recycling services without subscribing to commercial Solid Waste Collection Services. The charge for Single Material Commercial Recyclables Collection may not be more than 60% of the Authority-approved rate for the equivalent volume of Solid Waste Collection Service. Prior to delivery, Contractor will affix a label or sign not less than eight (8) inches by ten (10) inches indicating that the bin is to be used for recycling the single material only, and that material will be identified on the label. Contractor will provide for separation and marketing of any materials commingled in recycling containers, unless otherwise approved by the Director.
- B. Educational Materials. Contractor will deliver educational materials describing all available Collecitons Services, costs, participation requirements, and address and telephone number for service questions, at least fourteen (14) days prior to initiating any Collections service to commercial, institutional, or industrial customers. Supporting educational materials will be distributed at least annually prior to July 1st by Contractor to all commercial and industrial Customers. The type and content of educational materials must be submitted to the Director for approval prior to distribution.

EXHIBIT D1: RESIDENTIAL ORGANICS COLLECTION

- **A. Service.** During the term of this Agreement, Contractor will offer separate Collection of Organic Materials. At a minimum, the Organics Materials to be collected will include leaves, grass, and plant trimmings with limbs up to six (6) inches in diameter. The service will be available to all Franchise Customers by separate subscription.
- B. Frequency. Organics Collections will occur not less than once per week, and will utilize Contractor-supplied Organics containers including the following sizes: 64 gallon or 96 gallon carts, and all available bin sizes. Organics carts will be green in color, and bins will be labeled, colored or painted to indicate that only Organic Materials are to be placed therein.
- C. Reports and Receipts. Contractor will provide quarterly reports to Authority of the weight of Organic Materials collected from residential and non-residential customers, as measured when the trucks collecting such materials unload those materials for processing. Contractor will also provide receipts or other documentation of the weight of all materials collected and composted, burned, and/or disposed under this service. Authority reserves all rights described in Section 5.09 of the Franchise Agreement with regards to Organics collected under the Agreement.

EXHIBIT D2: COMMERCIAL ORGANICS COLLECTION

- A. Service. During the term of the Franchise Agreement, Contractor will offer separate Collection of Organic Materials from commercial Customers. Contractor will utilize Contractor-supplied green carts including the following sizes: 64 gallons or 96 gallons, and all available volumes of bins or debris boxes, and will provide such Organics Collections not less than once per week, except for Temporary bins and debris boxes. Prior to delivery Contractor will affix a label or sign not less than eight (8) inches by ten (10) inches indicating that such bin is to be used for Organic Materials only.
- B. Reports and Receipts. Contractor will provide quarterly reports to Authority of the weight of Organic Materials collected from commercial, institutional, and industrial Customers, as measured when the trucks collecting Organic Materials unload those materials for processing. Contractor will also provide receipts or other documentation of the weight of all materials collected and composted, burned, and/or disposed associated with this service. The Authority reserves all rights described in Section 5.09 of the Agreement with regards to Organics collected under the Agreement.

EXHIBIT E: BOARD-APPROVED LIST OF ADDRESS-SPECIFIC SERVICE MODIFICATIONS

A. Streets and Addresses with Justified Off-Road Surcharges

- 1. All addresses on Ashford / Hiouchi Mountain Road in Hiouchi
- 2. All addresses on Compass Court in Smith River
- 3. All Addresses on Cone Rock Circle in Smith River
- 4. 275 Harbor View Drive in Crescent City
- 5. The following addresses on Highway 199: 2773 and 2815 in Hiouchi
- 6. 16720 Highway 101 N in Smith River
- 7. 160 Kenwood Lane in Crescent City
- 8. 300 Kristian Lane in Fort Dick
- 9. 121 Lopez Court in the Smith River / State Line Area
- 10. 245 Monument Drive in Hiouchi
- 11. All addresses on Nautical Heights Drive in Smith River
- 12. All Addresses on Spyglass Road in the State Line area
- 13. 455 Ternie Lane in Crescent City

B. Locations Not Serviceable by Contractor

[none approved]

EXHIBIT F: RATES AND SERVICE FEES

(The following rates presume a per-ton disposal fee of \$127.08 in July 2011 at the Del Norte County Transfer Station. If disposal fees will be less than that amount on that date, the Tipping portion of these rates may be proportionally modified prior to the Commencement Date.)

Contractor:	Recology Del Norte			
Contractor's percent CPI escalation =	85	%		
Breakdown of Rate Components	Collection %	Transport %	Tipping %	_
Bag Disposal	66.5%	16.7%	16.8%	_ = 100%
Cart Disposal (incl. recycling as req'd)		14.1%	29.4%	= 100%
Bin Disposal (incl. recycing as req'd)		11.6%	41.8%	= 100%
Roll-off Disposal (incl. Recycling as req'd)	7.2%	7.2%	85.6%	= 100%
Compactor Disposal	30.1%	30.1%	39.8%	= 100%
Cart Recyclables	80.0%	20.0%	0	= 100%
Bin Recyclables	80.0%	20.0%	. 0	= 100%
Cart Organics	56.2%	14.0%	29.8%	= 100%
Bin Organics	56.2%	14.0%	29.8%	= 100%
Sludge, screenings, skimmings and grit	20.0%	20.0%	60%	= 100%
Extra Bulky Collection	28.2%	7.1%	64.7%	= 100%
Construction & Demolition	7.0%	7.0%	86.0%	= 100%
		-		
Roll-out bin	25%	% Additional		
Off-Curb Cart	25%	% Additional		
Off-Road	56.25%	% Additional		
		\$ Additional per mor		
00 Oct Beautiful Cod Charms	\$ 5.00	for weekly 96 gallon subscribers	uisposai	
96 Gal. Recyclables Cart Charge	\$ 5.00 50%	% Additional		
Weekend or Holiday Collection	100%	% Additional x (Coll/	wk -1)	
More than Weekly	80%	% Additional % Additional	WK "1)	
Medical Waste	65%	% Additional		
Secondary Franchise Area	100%	% of Rate for Single-	Collection Te	mnorary
Additional Collection for Temp	100%	% of rate for Tempor		itiporary
Extra Time for Temp	25%	each week overdue.	ary Bir ioi	
Extra Time for Temp	2070	\$ per relocation more	than 5	
Relocation Temp	\$ 50.00	miles		
Unscheduled Collection	\$ 5.00	\$ Additional per unso	h. Coll.	
Pass-through (PT) per Item	\$ 0.00	\$ PT + Transfer Stati	on pre Item C	harge
Locking Bin	\$ 5.00	\$ Add'l per lock + loc	king bin / mor	nth
Bear-proof Bin	\$100.00	\$ Add'l per bin / mont	h	
Special Service Fee per half hour	\$ 50.00	\$ / h-hr		

Weekly Cart Collection Services, Rate per month for separate subscription

	Disposal & Recyclables	Recyclables Only	Organics
20 gal [\$ 18.50		
32 gal	\$ 23.14	\$ 18.00	\$ 9.19
64 gal	\$ 33.72	\$ 26.23	\$ 13.58
96 gal	\$ 48.86	\$ 38.00	\$ 20.59

Temporary Bin Solid Waste Collection Services, per collection

	Waste	Mixed Recyclables Only	Organics
64 gallon (Paired w/ 64 Gal Recycling)	\$ 32.95	\$ <u>19.77</u>	
96 gallon (Paired with 96 gal Recycling)	\$ 57.67	\$ 34.60	
2 cubic yard bin	\$ 62.99	\$ 37.79	\$ 44.58
3 cubic yard bin	\$ 98.64	\$ 59.18	\$ 69.80
4 cubic yard bin	\$ 130.15	\$ 78.09	\$ 92.10
6 cubic yard bin	\$ 172.24	\$ 103.34	\$ 121.88
10 cubic yard bin	\$ 565.10	\$ 339.06	\$ 399.90
20 cubic yard bin	\$ 672.47	\$ 403.48	\$ 475.88
30 cubic yard bin	\$ 820.41	\$ 492.25	\$ 580.57
40 cubic yard bin	\$ 1114.12	\$ 668.47	\$ 788.42

Weekly Bin Solid Waste Collection Services, rate per month

	Disposal (including Mixed Recyclables)	Mixed Recyclables Only	Organics
32 gallon cart	\$ 36.10	\$ 21.66	\$ 10.31
64 gallon cart	\$ 72.20	\$ 43.32	\$ 20.90
96 gallon cart	\$126.36	\$ 75.82	\$ 38.29
1 cubic yard	\$ 124.78	\$ 74.87	\$ 91.54
1.5 cubic yard	\$ 179.69	\$ 107.81	\$ 130.33
2 cubic yard	\$ 223.80	\$ 134.28	\$ 159.06
3 cubic yard	\$ 324.06	\$ 194.44	\$ 227.74
4 cubic yard	\$ 405.60	\$ 243.36	\$ 278.97
6 cubic yard	\$ 587.41	\$ 352.45	\$ 398.89
10 cubic yard	\$ 1984.35	\$ 1190.61	\$ 1294.63
20 cubic yard	\$ 2579.65	\$ 1547.79	\$ 1683.01
30 cubic yard	\$ 3223.80	\$ 1934.28	\$ 2103.27
40 cubic yard	\$ 3867.94	\$ 2320.76	\$ 2523.51

Single-Family Residential Collection Services

Bag service \$7.00 (per bag not per month)

Compactors per cubic yard per pickup, not per month

All sizes of compactors \$64.05 per cubic yard per collection

Other Collection Services

Small-volume Transfer Station Collection or Authority-requested Pull Charge	\$ 174.12	per collection, delivery included
Sludge, screenings, skimmings and grit hauling and disposal as directed Extra Bulky Item Collection	\$150.00	per ton per additional bulky item

EXHIBIT G: LIQUIDATED DAMAGES

In the event that Contractor fails to perform fully any of the Contractor's responsibilities under the Franchise Agreement (other than "events of Default" stipulated in Section 9.02) Contractor shall be in breach ("Event of Breach") of the Agreement. Upon delivery of written notice to Contractor, Authority may assess the following:

Payment per Occurrence

A. Collection Reliability

(i) For each failure to commence service to a new customer account within seven (7) days after order:

\$20.00

(ii) For each failure to collect Solid Waste or Recyclables, which have been properly delivered for Collection, from a subscription customer account on the scheduled Collection day: \$20.00

B. Collection Quality

)

For each occurrence of failure to properly return empty Solid (iii) Waste or Recycling Containers to avoid pedestrian or vehicular traffic impediments or to place cans upright with lids secured: \$15.00 \$25.00 For each occurrence of excessive noise: (iv) \$25.00 For each occurrence of discourteous behavior: (v) For each failure to immediately clean up material spilled (vi) \$25.00 from Solid Waste or Recycling Containers: For each failure to maintain containers so they are leak proof (vii) \$25.00 and have a clean appearance: For each occurrence of collecting Solid Waste or Recyclables (viii) \$25.00 during unauthorized hours: For each failure to have Collection workers dressed in suitable (ix) and acceptable uniforms and identification badge \$25.00 (per employee per day):

(x) For each failure to remedy a complaint that is found to be justified by the Director, or to provide acceptable substitute services as requested by the Director within forty-eight (48) hours after notification by the Director (each day):

\$100.00

(xi) For each failure to maintain any Solid Waste or Recycling Collection vehicle in accordance with the specifications in this Agreement within twenty-four (24) hours of notification by the Director (per vehicle per day):

\$100.00

(xii) For each failure to notify the Director of material operational changes (each day):

\$100.00

C. Customer Services

(xiii) For each failure to respond to a customer complaint within twenty-four (24) hours:

\$10.00

- (xiv) For each website page on Contractor's website containing misinformation or misrepresentation, and failure to remove or correct the information within forty-eight (48) hours of notice by Director \$50.00
- (xv) For each failure to provide Spring Cleanup Event for residential customers in the Primary Franchise Area \$15,000

D. Timeliness of Submissions to Authority

- (xvi) Reports: Any report will be considered late until such time
 as a correct and complete report is received by Authority. For
 each <u>calendar day</u> a report is late, the daily assessment shall be:\$15.00
- (xvii) For providing a new service within the Franchise Area and charging a rate which had not first been approved under either Section 5.15 or Section 7.04 of this Agreement: \$100 for each unauthorized charge

Above amounts may be adjusted by Authority on each anniversary date of the Commencement Date to reflect changes in the Consumer Price Index for the preceding twelve (12) month period, if the Authority is specifically requested to do so within the text of the request for Annual CPI-based Rate Adjustment, as described in Section 7.02.A.

Authority may determine the occurrence of events giving rise to liquidated damages through the observation of its own employees, representatives or as a result of the investigation of Customer complaints.

Prior to assessing liquidated damages, Authority must give Contractor notice of its intention to do so. The notice must include a brief description of the incident(s) or non-performance. Contractor may review (and copy at its own expense) all information in the possession of Authority relating to incident(s) or non-performance. Contractor may, within ten (10) days after receiving the notice, request a meeting with Authority. If a meeting is requested, it will be held by the Director. Contractor may present evidence in writing and through testimony of its employees and other persons relevant to the incident(s) or non-performance. The Director will provide Contractor with a written explanation of his or her determination on each incident/non-performance prior to authorizing the assessment of liquidated damages. The decision of the Director may be appealed to the Board following payment in full. Within seven (7) days of receiving

authorized assessment of liquidated damages from Authority, Contractor must remit to Authority damages specified in the assessment. At the time of remitting liquidated damages as assessed, Contractor may submit a written appeal to the Authority Board if Contractor disputes said assessment for consideration at a subsequent Authority Board meeting.

EXHIBIT H: PERFORMANCE BOND

EXHIBIT I: ADDITIONAL PROGRAMS AND SERVICES

OTHER INFORMATION

In addition to the services that are addressed in the Del Norte Solid Waste Management Authority's Request for Proposals and the proposed Franchise Agreement, Recology Del Norte proposes to provide the following additional programs and services at no additional cost:

- Diversion Blitz
- Internship Program
- Coats for Kids Program
- School Recycling Redemption Program
- Winter Cleanup Holiday Trees
- Carbon footprint measurement

Each of these additional programs and services is described in the following pages of our proposal.

Diversion Blitz

Recology Del Norte proposes to conduct a "Diversion Blitz", an early diversion promotion program in which we will target commercial and multi-family dwelling customers beginning in March 2011, prior to the July 1, 2011 start of collection services under the new Franchise Agreement. Through implementation of the Diversion Blitz, our goal will be to provide new or enhanced recyclables and organics collection services to commercial and MFD accounts that are not now maximizing their diversion potential.

At the heart of the Diversion Blitz, our Recycling Coordinator will conduct waste assessments to understand each customer's material generation volumes, service levels, and other diversion and disposal activities. The following areas will be reviewed:

- Current collection container configuration and service frequencies
- Current recyclables, organics, and garbage volumes
- ☐ Internal material handling and container management practices
- Utilized and unrealized diversion opportunities

 Management policies regarding purchase packaging and other practices that impact disposal volumes

As the result of each of these waste assessments, the Recycling Coordinator will strive to convert the customer from a disposal-based service to a service that emphasizes recyclables and organics diversion as their primary means of removing unwanted materials. This effort will focus on:

- Recommending conversion to new recyclables, organics, and garbage collection frequencies and container configurations that will optimize diversion
- Recommending new internal material purchasing and material handling practices and protocols that will facilitate increased diversion
- Providing customer employee training for program sustainability
- Distributing public education materials that are focused on expanding commercial and MFD diversion opportunities and achievements

During this period preceding July 1, 2011, as targeted commercial and MFD customers agree to participate in increased diversion efforts, Recology Del Norte will implement the appropriate changes in collection service levels.

After the Diversion Blitz, March through June, 2011, our Recycling Coordinator will refocus efforts to monitor the participation of commercial and MFD customers, and to reinforce their understanding of and commitment to ongoing participation.

Internship Program

Recology recognizes that student internships are valuable to our youth, government agencies, schools and universities, and the business community. Whether it is a graduation requirement or the student seeks to learn real-life skills, internships can be a student's path to a rewarding career.

Recology Del Norte will develop an internship program that will target the recruitment of students in the Del Norte County elementary and high schools. Interns will work with Recology on various projects, including school recycling programs, classroom presentations, diversion outreach at community events, and other special projects that promote recycling and waste reduction.

Recology Del Norte will support internship participants as they develop the skills necessary to become the environmental leaders of tomorrow.

Coats for Kids Program

Recology has organized successful Coats for Kids Programs in several communities where we provide service. Most notably, is the Coats for Kids Program co-sponsored by Recology San Bruno, which last year provided over 1200 gently used and new coats and jackets to families in need throughout San Mateo County.

Recology Del Norte proposes to organize an annual Coats for Kids Program within Del Norte County. With Del Norte Solid Waste Management Authority approval, the program would consist of having RDN drivers collect coats from customers on their route over a one- or two-week period during the fall, as well as from collection containers that would be placed in various public locations, such as libraries and cooperating businesses. Coats would then be sorted and laundered, and arrangements would be made for distribution through a local non-profit organization.

The Coats for Kids Program would not only encourage reuse, but also provide warm winter coats to children and adults throughout our community.

All related diversion statistics will be included in the appropriate reports to the Del Norte Solid Waste Management Authority.

School Recycling Redemption Program

Recology Del Norte proposes a new Del Norte County Schools Recycling Redemption Program in which, at no charge, we will provide on-site, lockable bins at each of the schools in Del Norte County for the collection of recyclable materials, and we will donate to the schools the single-stream redemption value of the materials thus collected.

Winter Cleanup - Holiday Trees

Recology Del Norte proposes to provide a Winter Cleanup program for the annual collection of holiday trees from residential customers at no additional cost. We propose to begin the collection of holiday trees on December 26th of each year, and continue to provide holiday tree collection throughout the month of January. This collection will be done on the regularly scheduled collection day. After January 31, customers can place their cut-up holiday tree in their organics

collection cart as they would with any other compostable materials throughout the year.

Our residential participation requirements for the holiday tree recycling program are:

- Customer removal of all tinsel, lights, ornaments, other decorations, and metal or plastic stands; flocked trees will not be accepted
- ☐ Tree placement next to the customer's solid waste or organics collection cart.
- Trees 6 feet and less in length will be collected whole.
- Trees whose length exceeds 6 feet should be cut by the customer into lengths of 6 feet or less.

With the approval of the Del Norte Solid Waste Management Authority, through Recology Del Norte's educational and outreach material, we will promote the environmental advantages of purchasing a live tree to be used every year, instead of the purchase of a cut tree year after year.

Carbon Footprint Measurement

Recology Del Norte will develop an annual Climate Action Report for the Del Norte Solid Waste Management Authority. Recology has reported, and is in the process of certifying its 2008 emissions data filed with the California Climate Action Reserve (CCAR). This process will help to determine our own carbon footprint, so that we can take the necessary steps to reduce that footprint in the short and long term.

As an added benefit, Recology Del Norte and the Del Norte Solid Waste Management Authority jointly will have a close and strong relationship with the CCAR. In addition to being an active member of the Reserve, Recology has been asked by the Reserve to be a participant in carbon credit accounting and reporting protocols developed by CCAR. These protocols will likely be used by the California Air Resources Board in accounting for greenhouse gas reductions through solid waste management projects. These protocols will define the procedures for accounting for greenhouse gas credits which can be utilized to (a) offset operational source emissions or (b) be monetized in the carbon-trading markets. Recology, on behalf of the Del Norte Solid Waste Management Authority will be an active participant in the development of upcoming CCAR protocols such as the Recycling Reporting Protocol, which will account for reductions associated with recycling and composting programs, and the

Diversion Technology protocol, which will account for the reductions associated with diversion technologies.

Since the goal of these protocols is to account for better than "business as usual" practices, and since Recology is at the forefront of recycling, composting, and diversion technology, we are confident that we can generate credits for our municipal customers through CCAR



1700 State Street, Crescent City, CA 95531 Phone (707) 465-1100 Fax (707) 465-1300 www.recycledelnorte.ca.gov

Staff Report

Date:

To:

1992

Commissioners of the Del Norte Solid Waste Management

From:

Tedd Ward, M.S. – Acting Director / Program Manager

130101 – Assessments of DNSWMA

File Number:

Topic:

Proposals received for Assessment of the Del Norte Solid Waste **Management Authority**

Summary / Recommendation: That the Board take each of the following actions:

- Accept one of the submitted proposals to conduct an assessment of the Authority as described in that proposal and the Request for Proposals dated 24 October 2013.
- (Agenda Item 7.3) Approve a budget transfer reducing the budget for Salaries by the same amount that the budget line for Professional Services is increased, equal 2. to the not-to-exceed amount for the selected proposal for Assessment of DNSWMA.
- (Agenda Item 7.2) Direct legal counsel and Authority staff to complete the Consulting Services Agreement for Assessment of the Del Norte Solid Waste Management 3. Authority, and to authorize the Chair and other appropriate signatures to enact this agreement.

Background: Authority staff prepared the Project Overview, Existing Conditions, Proposal Requirements, and Background Documents for the Request for Proposals (RFP) for Assessment of the Del Norte Solid Waste Management Authority, with Commissioner Rick Holley and Authority legal counsel Martha Rice providing the Scope of Work. After reviewing the draft RFP at the 23 October 2013 Authority meeting, staff published and distributed the RFP at the beginning of November to 28 consulting firms and individuals as well as three trade associations. Three proposals were received at the Del Norte County Board of Supervisor's office by the submittal deadline of 4:30 P.M.

1 Printed on >30% post-consumer recycled paper I:\Tedd\DNSWMA\Assessment\Proposals\131211 Proposals Received.doc



on 02 December 2013.

Complete copies of each proposal were delivered to the County CAO, the Crescent City Manager and each Commissioner on December 2nd. Also included in those deliveries was an e-mail response from Greenway Partners with a letter and Statement of Qualifications. That e-mail response did not include a proposal for this project. Both the RFP and the three proposals were posted to the Authority website (www.recycledelnorte.ca.gov) on 03 December 2013 to facilitate review. That day, an e-mail was sent announcing the availability of the proposals for review to all members of the City Council, Board of Supervisors and Authority legal counsel with a link to the appropriate Authority webpage.

The following table summarizes some of the main elements of each Analysis: proposal.

proposal.		[References
Proposing	Total Price	Project Schedule	
Company R3 Consulting Group	\$39,960	According to RFP	Three relevant projects, all positive references
of Roseville, CA Resource Recycling Systems of Ann Arbor, MI with California- based	\$46,540 not by task, plus \$14,000 for optional tasks	Will submit schedule if selected	None of the "Relevant Experience' projects in their proposal were in California, nor did these seem similar to this Assessment.
subcontractors SCS Engineers of Santa Rosa, CA	\$62,284	According to RFP	Did not have time to check 3 references for this proposal. Subcontractor MSW Consultants appear to have most relevant Californiabased project experience.

The timeline established within the RFP presumed that the agreement for these services would be approved at this meeting so the work could begin immediately. This process does not allow for the validation of insurance coverage requirements in the draft Consulting Services Agreement, which has not been reviewed by any of the It is therefore possible that obtaining or validating insurance coverage proposing firms. could delay the start of work.

If the Board decides not to accept any of the proposals as Alternatives: submitted, the Board could take any of the following alternative actions:

- 1. Give direction to staff or a subcommittee of the Board to negotiate a modified scope of services with one of the proposing firms. This alternative could reduce the cost of these services by providing a less thorough assessment of the Authority's services.
- 2. Reject all proposals and ask staff to prepare alternative potential approaches to be considered at the next Authority meeting to address several or all of the issues detailed in the RFP. If the Board selects this alternative, staff would develop alternative approaches based on the discussion of these issues at this meeting and direction from the Board.

Choosing either of the alternatives above would also affect staff recommendations related to the budget transfer and consulting services agreement related to this project.

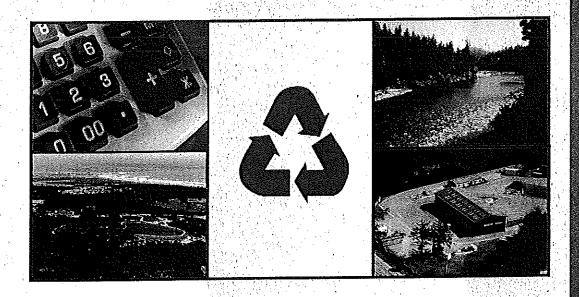
Fiscal Impact: Staff has analyzed the projected savings in salaries associated with having the Authority Program Manager serve as Acting Director while continuing his current duties. Assuming that a new Director might be hired by April 2014 at the same pay grade as the prior Director, and considering that \$13,187 has already been transferred out of the Salaries budget, there appears to be adequate funding available from the salaries budget line for any of the proposals to be selected.

Related Issues: In November, as directed by the Authority Board, staff successfully negotiated a partial payment for the WDR Fee to the State Water Resources Control Board for the Crescent City Landfill. If the full amount of this fee is to be paid this fiscal year, an additional budget transfer will be needed to make this payment. A Budget Transfer from the Salaries line for this Assessment project will reduce or eliminate the potential to use those funds to pay the WDR fee, should that become necessary.



Proposal for:

Assessment of the Del Norte Solid Waste Management Authority



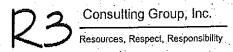
Submitted to:

Del Norte Solid Waste Management
Authority



December 2, 2013

Proposal Pages Printed on 100% Post-Consumer Recycled
Content Paper





1512 Eureka Road, Suite 220 Roseville, CA 95661 Tel: 916-782-7821 Fax: 916-782-7824 www.r3cgi.com

December 2, 2013

Mr. Jay Sarina Chief Administrative Officer County of Del Norte 981 'H' Street, Suite 210 Crescent City, CA 95531

Subject: Proposal for Assessment of the Del Norte Solid Waste Management Authority

Dear Mr. Sarina:

R3 Consulting Group, Inc. (R3) is pleased to submit the attached proposal to the Del Norte Solid Waste Management Authority (Authority) to prepare responses to questions posed by the Authority Board of Commissioners (Board) to assess the relative effectiveness of the Authority's operations, specifically with regards to regulatory compliance and financial efficiency. The questions posed by the Board relate to cash controls and procedures, staffing, day-to-day operations, the Authority's Director position, its small volume transfer stations, its organizational structure and potential alternatives to the Authority. R3 is extremely interested in assisting the Authority with this project and is committed to providing the Authority with a high-quality product.

Firm Description

R3 is a solid waste management consulting firm established in 2002. We work exclusively for municipal agencies responsible for solid waste management – we do not work for private solid waste management service providers. We have offices in Roseville and Los Angeles, California and Sequim, Washington. Our three partners have more than 85 years of combined solid waste operational and consulting experience. During the past 35 years we have conducted hundreds of solid waste management consulting projects for clients throughout the country including organizational assessments and operational performance reviews that have effectively addressed the same questions the Authority is seeking answers to.

Firm Qualifications

One of R3's core services is assisting public agencies that operate or administer municipal solid waste management systems with review and assessment of those operations. We are very familiar with solid waste management issues and challenges faced by rural communities and have provided a wide range of solid waste management consulting services to rural counties throughout the State, including Alpine, Amador, Calaveras, El Dorado, Mariposa, Plumas, Stanislaus and Tuolumne. We are also familiar with the various solid waste management issues in the County, through our discussions with various local entities and our review of relevant available data, and bring to this engagement an experienced independent perspective.

Project Team Qualifications

We have proposed a team of senior consultants for this engagement who have extensive experience both operating and evaluating municipal solid waste management systems. The primary consultants for this engagement will be Richard Tagore-Erwin, Sam Chandler and me. I will serve as R3's project manager for this engagement. I am an engineer and Principal of R3 with more than 25 years of solid waste operational and consulting experience and have reviewed the finances, rates and operations of dozens of public and private solid waste

Mr. Jay Sarina December 2, 2013 Page 2

management systems. I managed our very successful Organizational Assessment of the City of Sacramento's Solid Waste Division that addressed many of the same types of issues identified in the Authority's scope of services. Mr. Tagore-Erwin is also a Principal with R3 and has conducted organizational and operational reviews of numerous public and private solid waste management systems. Mr. Tagore-Erwin managed are very successful recent strategic planning project for the Humboldt Waste Management Authority. Mr. Chandler has extensive experience managing municipal solid waste management systems, including most recently serving as the Director of the Merced County Solid Waste Authority, where he was instrumental in establishing the financial stability of the Authority. He also served as Deputy Director of the City of Tucson's Environmental Services Department and more recently as the Utility Director for Snohomish County Washington's Solid Waste Division, where he had responsibilities for both large volume and rural transfer stations similar to those in Del Norte County.

We appreciate the opportunity to submit this proposal to the Authority and would welcome the opportunity to discuss our qualifications with the Authority in more detail. Please feel free to contact me by phone at (916) 782-7821, or by e-mail at wschoen@r3cgi.com, if you have any questions or comments regarding this submittal.

Sincerely,

R3 CONSULTING GROUP

William Schoen

Wellin H Bory

Principal

Table of Contents

Cover Let	ter	
Table of C	Contents	
A: Project	Schedule	1
B: Qualific	eations	1
Experien	ce	1
	tional Chart and Resumes of Personnel.,	
Referenc	es	6
	f Interest Exclusion	
C: Approa	ch	11
	1	
•	· n	
	nal Background	
Time Spe	ent On-Site and Meetings	19
D: Price P	roposal and Project Schedule	20
Appendice	es	
Appendix A:	Project Schedule and Price Proposal For A of RFP)	rm (Exhibit
Appendix B:	Project Profiles	
Annondiy C:	Staff Pacumes	

R3

Table of Contents

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A Project Schedule

Appendix A includes Exhibit A of the Authority's Request for Qualifications (RFQ). Assuming a project Commencement Date of December 11, 2013, we anticipate submitting our draft report to the Authority within 60 days after the Commencement Date. Our Final Report will be submitted within 14 days after written comments on the Draft Report are received from the Authority.

B Qualifications

1. Experience

As mentioned in our cover letter, R3 works exclusively for municipal agencies, like the Authority, that are responsible for solid waste management. We have provided services to jurisdictions throughout the State, most notably with respect to assessing organizational and management structures, the efficiency of operations, and assisting jurisdictions with reviewing finances and developing sustainable rate structures and funding sources. We have developed rate models for a range of jurisdictions to support long-term financial stability, including providing adequate funding for landfill closure and post-closure activities. We are very familiar with best practice cash control procedures and routinely assist jurisdictions with the review of franchised and contracted solid waste management services and with sole source and competitive procurement of solid waste management services.

In addition to our relevant consulting experience, R3 staff assigned to this engagement also has extensive experience operating collection systems, transfer stations and landfills, which is invaluable when conducting reviews of this type.

R3 staff proposed for this engagement is also very familiar with Recology, having recently assisted the City of San Francisco with its 5-year rate review of Recology's franchise, valued at more than \$250 million annually. We also conducted a detailed operational review of Recology's collection, transfer and processing services for the Yuba-Sutter Regional Solid Waste Management Authority.

R3 staff work frequently with joint powers authorities (JPAs), including those that own and manage solid waste facilities like the Authority. We have worked for various solid waste joint powers authorities throughout the state, most recently assisting the Humboldt Waste Management Authority with its very successful strategic planning process.

Summary profiles highlighting our relevant experience for this engagement are included in Appendix B. Additional relevant

"R3 provided the Division with a clear, concise and prioritized strategic implementation plan that provides a very effective foundation upon which we can base our efforts for continuous improvement.

Their analysis was thorough and their recommendations provided immediate as well as longer term opportunities for cost savings and operational improvements.

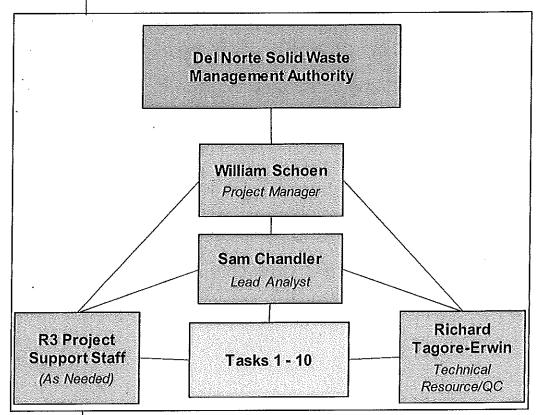
I can highly recommend
R3 to any municipal
agency looking for
strategic planning
assistance and for
opportunities to improve
their municipal solid waste
management system."

Steve Harriman
City of Sacramento
Integrated Waste General
Manager

experience is also included under the Project Description sections of our References.

2. Organizational Chart and Resumes of Personnel

Mr. Schoen will serve as Project Manager for this engagement and will oversee all project staff and tasks. He will also have primary responsibility for completing all project tasks along with Mr. Chandler. Additional qualified R3 staff may be used to provide research support for our primary staff, as appropriate. The following figure shows our proposed organizational structure for this project.



BIOGRAPHICAL SUMMARIES AND RESUMES

Biographical summaries for our primary and support project staff are provided below. Complete resumes for our primary project staff are provided in Appendix C.

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Project Primary Staff

William Schoen, Principal

Mr. Schoen is an engineer with more than 25 years of solid waste operational and consulting experience. He has managed operational and organizational reviews of both public and private solid waste management system operators for numerous jurisdictions throughout the state. He managed our recent organizational assessment of the City of Sacramento's Recycling and Solid Waste Division and managed our operational and organizational



review for Napa County. He has also managed or been the lead analyst for organizational and operations reviews of municipal solid waste collection systems for the cities of El Cerrito, Folsom, Pomona, Rediands, San Bernardino, Sacramento, Santa Cruz, California and Olympia and Tacoma, Washington, and reviewed the organization and operations of numerous private sector solid waste management operations including divisions of Waste Management, BFI, Republic Services and other regional and local solid waste management services providers. Mr. Schoen holds a Bachelor of Science Degree in Bioengineering.

Mr. Schoen will serve as Project Manager for this engagement and will oversee all project staff and tasks. He will also have primary responsibility for all project tasks along with Mr. Chandler.

Sam Chandler, Senior Manager

Mr. Chandler has over 25 years of experience in integrated solid waste management and has served in operations director positions in both the private and public sectors. In those positions he has gained considerable experience with all aspects of solid waste systems management and administration. Mr. Chandler served as the lead analyst for our recent organizational assessment of the City of Sacramento's Recycling and Solid



Waste Division. He has developed and implemented businesses plans, overseen the development of a regional solid waste authority in Merced County, managed the reorganization of the City of Tucson's Environmental Services Department, and ran the transfer operations for Culver City. He has extensive experience drafting and updating policies and procedures, reviewing the use of overtime, improving chain of command structures and analyzing management, supervisory and front-line job functions, scheduling, and work load assignments He also has extensive experience successfully

"It is the opinion of the Performance Audit Oversight Committee that both the consultants and staff have done an excellent job and that the consultants have developed a thorough set of recommendations for opportunities to improve the efficiency of the environmental systems function... The Committee feels that this has been a very thorough effort which provides the opportunity to achieve significant savings as the recommendations are implemented."

Richard Finger, Chairman City of Tacoma Environmental Services Performance Audit Oversight Committee

R3

negotiating with unions in support of improved operational and financial performance. Mr. Chandler holds a Master of Arts Degree in Public Administration.

Mr. Chandler will serve as Lead Analyst for this engagement and will, along with Mr. Schoen, have primary responsibility for all project tasks.

Richard Tagore-Erwin, Principal, Technical Resource, QA/QC

Over the past 25 years, Mr. Tagore-Erwin has conducted over 140 solid waste projects for a variety of public agencies throughout California and Arizona. Those projects have included organizational and operational assessments, business plans, performance and compliance reviews. He managed our recent strategic planning project for the Humboldt County Waste Management Authority and has



managed organizational and performance reviews for the cities of Pomona, Redlands, San Bernardino, Cotati, Fairfield, Petaluma, Salinas, Yuba-Sutter Regional Waste Management Authority, and the Town of Windsor. These projects have included tasks such as analyzing dispatching, job functions and span of authority, diversion goals and metrics, operational and administrative policies, and benchmarking. Mr. Tagore-Erwin holds both a Bachelor and Master of Arts Degree in Political Science, and is a certified meeting facilitator.

Mr. Tagore-Erwin will serve as a technical resource to Mr. Schoen and Mr. Chandler and will be responsible for quality control of all work products.

Project Support Staff

The following qualified R3 staff members may assist Mr. Schoen, Mr. Chandler and Mr. Tagore-Erwin, if necessary, throughout the project.

Josie Kalbakian, Manager, Project Analyst

Ms. Kalbakian has over 10 years of experience with local governments, the solid waste industry, and solid waste consulting services. Her efforts in the industry include developing, promoting, and implementing various recycling programs; data gathering, analysis and reporting; contract compliance and negotiation; rate increase analysis; and community relations. Ms. Kalbakian has worked for two private haulers in Southern



California assisting them with, among other things, contract

compliance. As a solid waste consultant, Ms. Kalbakian has assisted municipalities with reviewing the contract compliance of their contracted haulers. Ms. Kalbakian holds a Bachelor of Arts in Political Science Degree from the University of California, Irvine.

Ms. Kalbakian will provide support to Mr. Schoen and Mr. Chandler if and as necessary.

David Pinter, Associate III, Project Analyst

Mr. Pinter has been involved in a range of projects since joining R3. He has performed billing audits and performance reviews for franchised solid waste operations in the Town of Windsor and the cities of Cotati, Petaluma, Rohnert Park and San Juan Capistrano. As part of those projects he prepared contract compliance checklists and assessed contractor performance relative to a wide range of



contractual requirements including franchise fee and other required payments, diversion requirements, billing accuracy, insurance and performance bonds and vehicle maintenance requirements. He has also conducted billing audits and route audits to assess the extent to which billed service levels are consistent with the actual service levels provided. Mr. Pinter holds a Bachelor of Arts Degree in Earth & Environmental Sciences from the University of California, Los Angeles.

Mr. Pinter will provide support to Mr. Schoen and Mr. Chandler if and as necessary.

Jared Zitron, Associate III, Project Analyst

Mr. Zitron's work focuses on rate modeling, rate and performance reviews, tonnage and financial analyses, and facility assessments. Mr. Zitron recently assisted the cities of Citrus Heights, Elk Grove, Rancho Cordova, Sacramento (City and County), and West Sacramento with a commercial tonnage and billing audit of Waste Management, Inc. As part of that process, he reviewed various source data, including scale-system



documentation, tonnage allocation methodologies, and tonnage reports by material type and destination facility. Mr. Zitron also assisted the County of Napa with a performance audit of its franchised hauler in which he analyzed detailed tonnage records, documentation of purchased materials, and overall reporting accuracy. He is currently assisting with the development of our Cost of Service Models for the cities of Merced and San José, and recently performed facility and report audits for construction and demolition debris processing facilities throughout the bay area. He

23

has also conducted rate reviews and evaluations of franchised hauler rate adjustment requests. Mr. Zitron holds a Bachelor of Science Degree in Earth Sciences from the University of California, Santa Cruz.

Mr. Zitron will provide support to Mr. Schoen and Mr. Chandler if and as necessary.

References

The following are references for similar projects provided by R3, as requested by the Authority. We would happy to provide additional references upon request.



City of Sacramento, California

Safety and Organizational Assessment

July - October 2013

Contact:

Mr. Steve Harriman, Integrated Waste General Manager 2812 Meadowview Road, Sacramento, CA 95832 (9.16) 808-4949 sharriman@cityofsacramento.org

R3 Team Members:

William Schoen, Project Manager Sam Chandler, Josie Kalbakian, Project Analysts

Project Description:

R3 was engaged by the City of Sacramento to conduct a comprehensive Organizational Assessment of the City's Recycling and Solid Waste Division. The project objectives included recommending an optimal organizational structure for the Division, including the appropriate numbers of management, supervisorial and administrative staff for a similar size and type of organization and recommending industry best practices to replace outdated operational and administrative policies and procedures. As part of the assessment, R3 reviewed the current organizational structure, facilities, job functions, reporting relationships and existing operational and administrative policies and procedures. Interviews with staff at all levels of the Division were conducted and R3 worked with Division staff to develop and document specific goals in support of becoming "the best managed municipal solid waste management operation in the state."



Humboldt Waste Management Authority

Collection System Performance Review and Privatization Study

July 2012 - May 2013

Contact:

Ms. Karen Sherman, Program Analyst 1059 West Hawthorne Street, Eureka, CA 95501 (707) 268-8030 ksherman@hwma.net

R3 Team Members:

Richard Tagore-Erwin, Project Manager William Schoen, Melody Lasiter, David Pinter, Project Analysts **Project Description:**

R3 was engaged by the Humboldt Waste Management Authority (HWMA) to assist with the development of a Strategic Plan to provide a framework to guide the development, implementation and management of new and existing programs and facilities over the next five to ten years. As part of the engagement, R3 reviewed and analyzed existing conditions, developed a comprehensive list of policy, program, facility, funding and contractual options, and prepared an Additional Diversion Potential Analysis. In addition, R3 assisted in the creation of a Planning Advisory Committee, conducted a Needs Assessment and engaged stakeholders through a series of workshops. We also assisted the HWMA with the drafting of a Mission Statement, Vision Statement and goals, evaluated and finalized policies, and developed an implementation plan.



City of Pomona, California

Operations Review

August 2010 - January 2011

Contact:

Ms. Meg McWade, Utilities Manager 505 South Garey Avenue, Pomona, CA 91766 (909) 620-2392 meg_mcwade@ci.pomona.ca.us

R3 Team Members:

Richard Tagore-Erwin, Project Manager William Schoen, Project Analyst

23

Project Description:

R3 was engaged by the City of Pomona (City) to conduct an operations review of the Public Works Division, which provides residential solid waste collection services in the city. This study was undertaken to help the City determine if it should continue to perform residential curbside collection services in-house or seek competitive proposals from outside companies to perform those services. R3 addressed the following specific questions as part of our review:

- 1. Is the City providing safe and efficient solid waste services to the City's residents?
- 2. Is there adequate funding available for necessary replacement of vehicles and equipment?
- 3. Are there deficiencies in the City's current services, and if so, what would be required to effectively address any such deficiencies?
- 4. What is the impact on the City's rate payers and the City's financial condition if needed changes are made to continue to provide residential collection services?
- 5. Are there operational and/or financial advantages that the City might realize by privatizing residential collection services?

As part of the engagement, R3 staff conducted a review of, among other things, the Division's safety record, customer service functions, management and staffing, collection operations, and vehicle and container maintenance functions.



City of Redlands, California

Collection and Landfill Operations Review
August 2010 – January 2011

Contact:

Mr. N. Enrique Martinez, City Manager 35 Cajon Street, Suite 200, Redlands, CA 92373 (909) 798-7510 nemartinez@cityofredlands.org

R3 Team Members:

Richard Tagore-Erwin, Project Manager William Schoen, Project Analyst

Project Description:

R3 was engaged by the City of Redlands to perform a series of organizational and operational reviews of the City's municipal solid waste collection and landfill operations to

assist in increasing performance and reducing costs. As part of our reviews, we analyzed job functions, management and supervisory span of control, dispatch, interaction with fleet and customer service, observed collection and landfill operations, and evaluated staff training, vehicle maintenance and data reporting. A more detailed review of landfill operations was subsequently performed by Blue Ridge Services under R3's direction that assessed various aspects of:

- The facility, including access roads, signage, landfill slopes and scraper haul roads;
- Site operations, including the tipping area, dozer and compaction operations, placement of daily cover, and the site's excavation area; and
- The adequacy of the landfill equipment.

The review found that there was considerable room for improvement, both from the standpoint of operations and planning, and provided a range of recommendations to support efficiency improvements and cost-savings.



City of Tacoma, Washington

Performance Audit of the City's Solid Waste Division

November 2005 - May 2006

Contact:

Ms. Carol Parvey, P.E., City of Fife, WA, Financial Services Manager (previously Assistant Division Manager, City of Tacoma)

5411 23rd Street East, Fife, WA 98424 (253) 896-8617 cparvey@cityoffife.org

R3 Team Members:

William Schoen, Project Manager Richard Tagore-Erwin and Sam Chandler, Project Analysts

Project Description:

R3 conducted a comprehensive organizational and management review and an operational review of the City of Tacoma's Solid Waste Management Division. The organizational and management review included a review and assessment of management objectives, internal controls, policies and procedures, staffing levels and functional responsibilities, staff training, employee evaluation processes, billing and customer service procedures, and a comparison of the Division's performance to internal historical and external industry benchmarks. The operations review included an

23

assessment of collection system routing, the development of an action plan for the implementation of RouteSmart® routing software into daily operations, collection time and motion analysis, and evaluation of current collection productivity.

4. Conflict of Interest Exclusion

R3 understands the sensitive nature of conducting projects for public agencies. We are strongly committed to providing our clients with unbiased opinions and recommendations. Accordingly, R3 only provides services to public agencies. R3 does not have any relationship and/or employment agreement with any private waste haulers and R3 does not provide services to any private waste haulers. Additionally, R3 and R3 staff do not have any current or former service or employment affiliations with the Authority, Authority contractors, employees or Commissioners, or any other affiliations that would impact our ability to render impartial findings and recommendations.

C Approach

1. Approach

Our approach to this engagement is to work collaboratively with Authority staff and the Board, conduct a comprehensive review of each of the items specified in the Authority's Scope of Services and provide the Authority and the Board with definitive answers to the questions posed in the Scope of Services.

The Authority has been studying the various issues specified in its Scope of Services for a number of years and has not reached any definitive conclusions. To provide the Authority with definitive answers that will enable it to effectively move forward with a clear direction:

- We have assigned Senior Staff to this project that are knowledgeable about each of the issues the Authority needs to address; and
- We have developed our approach and budget to provide for a sufficient level of analysis so that definitive answers can be provided to the Authority.

Immediately upon notice of award, R3 will schedule a site visit. It is anticipated that both William Schoen and Sam Chandler will spend several days on-site meeting with Authority staff and reviewing documents, policies and procedures and other relevant information. During our time on-site, R3 staff will:

- Interview Authority staff and Authority Board Members, if appropriate;
- Tour the Authority's facilities² and observe and assess operations;
- Meet with representatives of Recology and Hambro/WSG; and
- Systematically review and analyze each of the items specified in the Authority's RFP with Authority staff and independently while on-site.

We also suggest that during our initial site visit a public workshop or workshops be held to allow the public to provide input, including any issues, concerns, comments or questions they may have. R3 routinely conducts these type of public meetings and strongly suggests that such meetings be included as part of our review.

23

R3 has already received and reviewed much of the information provided by the Authority in support of its RFP.

² Del Norte, Gasquet and Klamath transfer stations.

Following our initial site visit, additional analysis and review will be conducted and Authority staff and Board Members will be kept informed of our progress. As appropriate, preliminary findings will be presented for review and discussion.

In addition to our initial site visit, we anticipate one presentation to the Board of our preliminary findings and a second presentation of our Final Report. R3 is also open to additional opportunities for Board input, review and discussion of findings during the course of the engagement (e.g., teleconferences with a Board subcommittee). We anticipate regular communication with Authority staff as we conduct our analysis and develop our preliminary, draft and final findings and recommendations.

2. Work Plan

Task 1: Information Request and Review

R3 has reviewed much of the information provided by the Authority in support of its request for proposals. During the course of the project, it is anticipated that additional information will be requested and reviewed by R3, to the extent that it is made available.

As part of this task, R3 will work with Authority management staff to schedule the staff interviews to be conducted as part of Task 2. Our project budget assumes that the interviews will be scheduled at a central location over the course of several days starting immediately after the Task 2 Kick-Off Meeting. In addition, R3 plans to interview facility staff during the site-visits, as appropriate.

Deliverables:

Additional information requests, as appropriate.

Task 2: Kick-Off Meeting / Site Visits / Staff Interviews / Public Workshops

Kick-Off Meeting

Immediately upon receipt of Authorization to Proceed from the Authority, R3 will schedule a Kick-Off Meeting with Authority staff. The purpose of the Kick-off Meeting is to ensure that all parities understand the goals and objectives of the study, the study focus areas, assignments and responsibilities and project schedule.

As part of the Kick-off Meeting, R3 will also:

 Review available data and the status of any outstanding requested information;

- Review the scope of work and discuss each of the seven (7) tasks (services) in the Authority's RFP to obtain relevant background information and begin the assessment of each of those issues; and
- Discuss any other relevant issues.

Additional meetings will be held with Authority staff during R3's initial site visit, as necessary, including an "exit meeting" to review the status of our review to-date and next steps.

Site Visits

Immediately following the Kick-Off Meeting, R3 will tour the Authority's Del Norte, Gasquet and Klamath transfer stations. Staff at each of those facilities will be interviewed and R3 staff will observe and assess operations.

It is also anticipated that R3 will meet with representatives of both Recology and Hambro/WSG in conjunction with the site visits.

Staff Interviews

Following the Kick-Off Meeting and Site Visits R3 will interview Authority staff as well as any Authority Board Members, as appropriate.

Public Workshops

As part of this task, R3 will also be available for a public workshop or workshops, as scheduled by the Authority, to allow the public to provide input regarding any issues, concerns, comments or questions they may have. Our project budget assumes that any such workshops will be scheduled during the initial several days that R3 is on-site for this task.

Deliverables:

- Additional document request, as necessary;
- Kick-off Meeting Agenda and facilitation of Kick-off Meeting;
- Site visits;
- Staff and Board Member interviews;
- Public workshops (if and as scheduled); and
- Exit Meeting with Authority Staff.

Task 3: Cash Control Procedures

To complete this task, R3 will evaluate the Authority's cash controls and procedures for consistency with best management practices, and provide recommendations to improve those controls and procedures as appropriate. R3's review will include, but is not necessarily limited to, an analysis of the following:

a. The processing of deposits.

- b. The recovery procedures for checks and commercial accounts, including checks with insufficient funds.
- c. The accounting for cash on hand.
- d. Are the Authority's cash controls and procedures consistent with professional practices, and are there recommendations for improvement?
- e. Accounts payable procedures.

A primary focus of this task will be to document the Authority's internal controls (i.e., checks and balances) for the handling and processing of cash/check deposits. This will include documenting the Authority's separation of duties, cash and receipt access restrictions, loss and theft prevention policies, and procedures for identifying and reconciling overages/shortages.

R3's review will provide an assessment of how the Authority holds its employees accountable for the accurate tracking and reconciliation of cash on hand, deposits, withdrawals, and payments to third parties, as well as how the Authority's cash flow is translated to the general ledger. In addition, R3 will review the Authority's policies and procedures regarding employment verification and background checks for those employees with accounting and/or cash handling responsibilities.

Deliverable:

 The results of this task will be presented in our Task 10 Draft and Final Reports.

Task 4: Staffing

R3 will review, evaluate and provide recommendations regarding Authority staffing patterns and staffing needs, including but not limited to addressing the following:

- a. What mandatory solid waste management functions must be performed by the Authority considering current local, state and federal requirements?
- Does the Authority have the staff and expertise appropriate to complete these functions? R3 will provide recommendations for changes as necessary or appropriate.
- c. Evaluation of staff workloads and duplication of tasks. Please explain if duplication is necessary or unnecessary.

Mr. Schoen and Mr. Chandler have analyzed staffing levels, job functions and workloads as part of R3 Organizational and Operational Assessment projects for both public sector and private sector operations. As part of this task, we will document the Authority's required management and administrative functions, and assess current staffing levels and expertise relative to those

functions. We will also assess the appropriateness of operational staffing levels.

Deliverable:

 The results of this task will be presented in our Task 10 Draft and Final Reports.

Task 5: Day-to-Day Operations

R3 will evaluate day-to-day operations and recommend increased efficiencies, including but not limited to answering the following questions:

- a. Are regulatory requirements being met in a timely and comprehensive manner? If not, R3 will explain why those requirements are not being met.
- b. Are the activities of the Franchisees and other contractors being evaluated and monitored to assure compliance with their respective contracts and regulatory requirements? If not, explain.
- c. Are there any suggestions for improvements at the Transfer Station?
- d. Is the Transfer Station Operations contract being managed on compliance with existing regulatory requirements? If not, explain.

Mr. Chandler has had responsibility for managing, among other facilities, rural transfer stations and closed landfills and William Schoen and Richard-Tagore Erwin routinely conduct contract compliance and performance audits of franchised services. As part of this task, R3 will assess the extent to which the Authority is effectively managing its regulatory requirements, transfer station operations and contract service providers (Recology and Hambro/WSG). This will be done through the combination of staff interviews, site visits, review of regulatory and contract documents and discussion with the regulating agencies.

As part of our review of the Authority's administration of Recology and Hambro/WSG, R3 will document and review the major objective contractual requirements as well as Authority staff's administration of those requirements during our initial on-site visit. Specific findings will be presented that detail the extent to which requirements are being effectively monitored and R3 will provide specific recommendations for improving the effectiveness and/or efficiency of contract monitoring by Authority staff, as appropriate.

Deliverable:

 The results of this task will be presented in our Task 10 Draft and Final Reports.

Task 6: Director Position

R3 will evaluate the Director position and make recommendations regarding recruitment and hiring of that position, including but not limited to addressing the following:

- a. Should the Director position be filled as full time, or are there other staffing alternatives that would improve efficiencies while assuring compliance with legal obligations and responsiveness to the Commission?
- b. Creation of a job description for the Director.
- c. Recommendation of an appropriate salary range for the Director based on the revised description.

Mr. Chandler has served as the Director of a joint powers authority in California and has particular understanding and expertise specific to assessing job responsibilities and functions and associated staffing requirements. In addition, he and Mr. Schoen recently reviewed job roles and responsibilities for all management and staffing positions within the City of Sacramento's Recycling and Solid Waste Division.

As part of this task, we will not only review the current job appropriate the Director and make description for recommendations for an updated job description, but also the job descriptions of all Authority positions. Particular attention will be paid to the roles, responsibilities, authority and accountability of those positions. For the Authority to function effectively there need to be clearly defined roles and responsibilities, performance needs to be tracked and reported back to staff and management, and staff need to be held accountable for their performance (both good and bad).

Deliverable:

 The results of this task will be presented in our Task 10 Draft and Final Reports.

Task 7: Small Volume Transfer Station

R3 will evaluate and make recommendations regarding the small volume container site transfer stations in the Klamath and Gasquet communities, including but not limited to addressing the following:

- a. What, if any, problems or shortcomings exist in the Authority's Klamath and Gasquet sites?
- b. Which of any above identified problems or shortcomings can be resolved without significant additional cost to the Authority?
- c. What are the liability and disposal concerns, if any, if one or both of these sites are closed?

d. Is it feasible for either the Gasquet or the Klamath small volume transfer station be owned and operated by a private company? What would be the cost to the consumer in relationship to the current costs?

As noted above, Mr. Chandler has had responsibility for managing rural transfer stations like the Authority's Gasquet and Klamath facilities, and has first-hand experience evaluating and improving those types of operations. During our initial site visit we will tour each of those sites, interview staff, review available records and develop an initial assessment of the performance of those facilities, including identifying any major problems or concerns. We will then discuss those findings with Authority staff and conduct additional review and analysis, as warranted, leading to specific answers to each of the above questions.

Deliverable:

 The results of this task will be presented in our Task 10 Draft and Final Reports.

Task 8: Organizational Structure

R3 will evaluate and make recommendations regarding the structure of the JPA, including but not limited to addressing the following:

- a. How does the current JPA structure compare to intergovernmental solid waste management policy, management, and operational structures in equivalent California jurisdictions with equivalent solid waste management requirements?
- b. Is this JPA the most effective and efficient entity for managing solid waste in Del Norte County? If not, what alternatives (including replacement by private enterprise) would likely result in more efficient and effective management and direction of required solid waste-related functions?
- c. Would elimination of the JPA save the rate-payers money? If so, how? If not, why not?
- d. If the JPA were to be dissolved, what would be the most efficient entity(ies) to continue to meet the separate regulatory obligations of the City and County?
- e. Could the JPA function effectively in a manner similar to other Del Norte JPA's [i.e., Executive Director and part-time clerical staff, supported by contractors][see Local Transportation Commission, Redwood Coast Transit Authority, Airport Board]?
- f. If so, what functions would have to be performed by City or County staff?

g. Is it likely that such a configuration could meet the current operational, regulatory, policy and reporting requirements as a savings [after contracting costs] to rate-payers?

Deliverable:

 The results of this task will be presented in our Task 10 Draft and Final Reports.

Task 9: Potential Alternatives to JPA

As part of this task, R3 will evaluate and make recommendations regarding the following:

- a. What would be the best alternative for service delivery and solid waste management?
- b. How would the members be assured that the mandated functions would be accomplished by this alternative? Consider necessary staffing and expertise to carry out the mandates previously the responsibility of the JPA.
- c. Who would be responsible for policy development, regulatory compliance and reporting, rate setting and enforcement?
- d. Who would be responsible for the cash management and accounting requirements and procedures?
- e. Would the City and the County be responsible for separate rate-setting and enforcement?
- f. If the Authority were to be dissolved, where should the Director's functions be carried out?
- g. What would be the anticipated cost savings (if any) compared to the current JPA?

Deliverable:

 The results of this task will be presented in our Task 10 Draft and Final Reports.

Task 10: Draft and Final Reports

The results of our findings and recommendations for Tasks 3 through 9 will be presented in a Draft Report which will be presented to the Authority. Based on written comments received, R3 will revise the draft and issue a Final Report.

Deliverables:

One (1) electronic copy of the Draft and Final Reports.

Professional Background

R3 has adequate professional background with laws and regulations pertaining to integrated waste management in California and will review the documents provided so that R3 will not make any recommendation that would conflict with any current law, regulation, agreement, contract, or memorandum of understanding of the Authority without specific recommendations on additional necessary changes to address such conflict.

4. Time Spent On-Site and Meetings

As noted above, immediately upon notice of award, R3 will schedule a site visit. It is anticipated that both William Schoen and Sam Chandler will spend several days on-site meeting with Authority staff and reviewing and discussing documents, policies and procedures and other relevant information. During our time on-site a series of interviews will be scheduled with Authority staff and Board Members. We will also tour the Authority's facilities. We will then analyze the information gathered and conduct our initial analysis leading to an internal draft report. During that time, we anticipate regular communication with Authority staff as we conduct our analysis and develop our draft findings and recommendations. In addition, while R3 is on-site we will also be available for meetings with the public to obtain their issues, concerns, comments and questions.

R3 has also scheduled two presentations, one presentation to the Board of our preliminary findings and a second presentation of our Final Report. During the time we are on-site for the presentation of our preliminary findings R3 will also be available for additional meetings, on-site review etc. If an as R3 deems necessary we will schedule additional time on-site for review and/or meetings.

In terms of maintaining contact with Authority staff and the Board of Commissioners, R3 involves at least two of the firm's Principals in all major projects so that clients have access to multiple decision makers. We approach our projects as a collaborative effort, with staff supporting each other's work and actively discussing and deliberating findings and recommendations. We have found that such active collaboration among staff provides an effective forum for thoroughly reviewing options and developing effective and meaningful recommendations. As part of this project, we envision similar active collaboration and discussion with Authority staff and Board Members, as appropriate.

While the entire project team at R3 will be available for contact, Mr. Schoen and Mr. Tagore-Erwin will be the main points of contact for this project. They will ensure that the project team effectively meets the project objectives within the defined budget on schedule and produces a high-quality product for the Authority.

Throughout the project we will be in communication with Authority staff, actively collaborating as discussed above, and providing regular status reports.

D Price Proposal & Project Schedule

Cost of Service

R3 will complete the Scope of Services, as described in the Authority's RFP and this proposal, for a not-to-exceed budget of \$39,960, including all expenses. We would be happy to discuss changes to our work scope and budget to best meet the Authority's objectives for this engagement.

Exhibit A of the Authority's RFP is provided in Appendix A along with R3's 2013 Billing Schedule.

Appendices

Appendix A

- ✓ Project Schedule and Price Proposal Form (Exhibit A of RFP)
- √ R3 Billing Rates

EXHIBIT A: Request for Proposals Project Schedule & Price Proposal Form

Request for Proposals Mailed & Distributed

25 October 2013

Proposals Due:

02 December 2013

Anticipated contract start date: Wednesday

11 December 2013

Project Schedule

Commencement Date: Anticipated to be 11 December 2013

Draft Report:

Commencement Date + _45__ days

Final Report:

__15__ days after comments on Draft are received

Topic Area	Price Proposal	
Cash controls & procedures	\$4,360	
2. Staffing	\$2,840	
3. Day to day operations	\$5,720	
4. Director	\$2,140	
5. Small volume transfer stations	\$2,140	
6. Organizational structure	\$6,540	
7. Potential alternatives to JPA	\$9,210	
Draft Report	\$4,790	
Final Report	\$2,220	
TOTAL NOT TO EXCEED	\$39,960	

Please attach a rate sheet indicating billing rates for all personnel and services to be used as part of this project. Prices may be shifted between topic areas, but the' Total Not To Exceed' amount may only be adjusted by a Change Order to the Agreement.

-R3 Consulting Group -

Billing Rates and Charges: January 2013 - December 2013

TECHNICAL SERVICES

Principal	\$185 per hour
Senior Manager	\$175 per hour
Manager	\$165 per hour
Senior Associate	\$155 per hour
Associate III	\$135 per hour
Associate II	\$125 per hour
Associate I	\$100 per hour
Administrative Support	\$75 per hour

REIMBURSABLE COSTS

Delivery and other expenses

REIMBURSABLE COSTS	
Consultants/Subcontractors	cost
Lodging and meals	cost
Travel — Private or company car	\$0.565 per mile
Travel — Other	cost

PAYMENTS

Unless otherwise agreed in writing, fees will be billed monthly at the first of each month for the preceding month and will be payable within 30 days of the date of the invoice.

cost

ESCALATION

Fees will be escalated annually in accordance with the change in the Consumer Price Index.

Appendix B

Project Profiles

Performance Financial Comp					B-1
Fee Audits, Fin	ancial Com	pliance Auc	lits, Billing Aud	its	.B-2
Solid Waste Pr	ocurement s	Services		**************	.B-3
Negotiation Ass	sistance	*************	***************************************		.B-4
Solid Waste Pla	anning Serv	ices	***************************************		.B-5
Solid Waste Fa	cility Service	es	***************************************		.B-6
Maximizing C&	D Diversion	, C&D Colle	ction System I	Design	.B-7
Refuse Vehicle Vehicle Street Permitted Haule	Maintenanc	e Impact F	ees, Demoliti	on Debris	B-8

R3 team members have assisted numerous jurisdictions with the review of both municipally operated and franchised solid waste management services, including collection, transfer and landfill operations. These engagements have included:

- Performance Reviews To identify opportunities to improve safety, customer service, program effectiveness and costs;
- Contract Compliance Audits To determine the extent to which the franchisee is complying with the provisions of its franchise agreement / operating contract; and
- Financial Compliance Reviews To verify that the Company is fulfilling the financial terms of the franchise agreement / operating contract, including the proper billing of customers and the accurate remittance of payments to the jurisdiction.

Our *Performance Reviews* are geared toward assessing the effectiveness of operations leading to meaningful recommendations for system improvements related to: safety; customer service; diversion program effectiveness; and overall cost effectiveness. Those engagements include: review management and administrative functions; collection, transfer and processing operations; vehicle routing, billing and route audits and vehicle maintenance and repair functions. We have also performed time and motion analysis, developed "target productivity standards", rerouted collection systems and developed performance benchmarks to measure system performance, enhance diagnostic review capabilities and identify opportunities for improvement.

Our **Contract Compliance Audits** are conducted to determine franchised contractor compliance with the terms and conditions of the contract documents. Key contractual aspects typically reviewed include: determining compliance with diversion requirements and required recycling outreach to multi-family and commercial accounts; assuring that all required services are provided as specified, assuring that required insurance and bonds are in place and include all required policy requirements; verifying required data tracking and reporting and assuring vehicle load weights, maintenance requirements and replacement schedules comply with the applicable contract terms.

Our *Financial Compliance Reviews* include: billing audits to assure contractor is properly billing customers and only billing for those items on the approved rate schedule; route audits to determine if the service levels provided are consistent with the service levels billed; and auditing of franchise fee and other required payments.

R3 Team Members:

Richard Tagore-Erwin, Project Manager

William Schoen, Project Manager

Contact:

Various contacts throughout California

Clients Include:

Counties of El Dorado
Napa and Plumas,
Cities of Citrus Heights,
Cotati, Dublin, Fairfield,
Petaluma, Pomona,
Redlands, Sacramento,
Salinas, San Bernardino,
San Leandro, Santa
Barbara, Windsor, and
Woodland CA, Tacoma,
WA, and Yuba-Sutter
Regional Waste
Management Authority



Performance Reviews

Contract Compliance Reviews

Financial Compliance Reviews













Clients Include:

Cities of Citrus Heights. Elk Grove, Paso Robles, Rancho Cordova, Salinas, San Leandro, Santa Barbara, West Sacramento and Windsor:

El Dorado and Napa Counties:

Alameda County Source Reduction and Recycling Board; and

Yuba-Sutter Regional Waste Management Authority



Fee Audits

Financial Compliance **Audits**

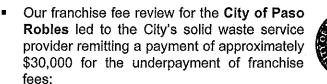
Billing Audits



R3 team members have conducted a wide range of financial and fee audits and financial compliance reviews for jurisdictions

throughout the State. Those reviews have included assessing the accuracy of required payments to jurisdictions including franchise fees, AB 939 fees, MRF permit fees and other applicable fees.

For the City of Citrus Heights, our franchise fee review found underpayments in the amount of \$72,000. In addition, the service provider also withdrew their request for an increase in the Service Fee to cover extraordinary expenses that resulted in approximately \$500,000 over the term of the agreement;





savings

of

- For the Yuba-Sutter Regional Waste Management Authority, we found that the franchised hauler owed the authority \$78,000 in franchise fees and interest payments and \$58,000 in Hazardous Waste Surcharge/AB 939 fees and interest; and
- Our franchise fee audit for six jurisdictions in Sacramento County identified a number of issues related to the underpayment of required fees to each of the six jurisdictions, including the lack of franchise fee payments on certain national accounts.



As part of these and other projects, we have developed sampling plans that have included both judgmental samples to concentrate the audit effort on a specific limited problem area, and statistically valid samples when statistical results are needed. Our approach to conducting any fee audit is to thoroughly understand the data collection and tracking systems and supporting internal controls. We then focus our auditing and sampling efforts to effectively test data input and tracking systems and assess the effectiveness of internal controls and the accuracy of reported information.

R3 Team Members: Ric Hutchinson, Project Manager

William Schoen, Project Manager Richard Tagore-Erwin, Project Manager

Contact: Various contacts throughout California



R3 has assisted numerous Cities and Counties throughout California to solicit proposals for solid waste and recycling services, as well as implement significant changes to collection programs. Some project goals have included:

 Conversing curbside recycling program from multi-bin to automated, single stream programs;



- Increasing yard waste collection service from every-other-week to weekly collection;
- Incorporating multi-family and commercial recycling services in the basic collection service rate; and
- Reducing all residential and commercial customer rates.

Our work efforts include developing, drafting and advertising of solid waste collection proposal packages. As part



of these services, R3 has developed procurement documents, including the procurement instructions, the draft contract language and the proposal cost and evaluation forms. In addition, R3 has



facilitated mandatory pre-proposal meetings, provided assistance in the preparation of responses to questions, assisted in the evaluation of the cost proposals, and

prepared contract award recommendations. Finally, R3 has assisted in negotiating the final contract terms and conditions, and presented the recommendations at public hearing.



Benefits:

- Decreased residential and commercial rates:
- Increased residential and commercial service level;
- Initiated single stream recycling; and
- Integrated recycling services into the basic commercial and multi-family collection programs.

R3 Team Members:

Richard Tagore-Erwin, Project Manager Ric Hutchinson, Project Manager William Schoen, Project Manager Carrie Baxter, Project Analyst

Contact:

Various contacts throughout California

Clients Include:

Over 50 California Cities, Counties, Sanitation Districts (SD), and Waste Management Authorities (WMA), Including: Merced County, Burbank SD, Castro Valley SD, South Bayside WMA. Bradbury, Duarte, Calabasas, Citrus Heights, Colton, Dublin, Irwindale, Hemet, Los Altos, Piedmont, Rancho Cordova. Rancho Murieta, Rancho Palos Verdes, Rolling Hills Estates, San José, San Ramon, Santa Rosa, Upland, and Windsor, CA



Solid Waste Procurement Services

Clients Include:

Cities of Albany,
Benicia, Elk Grove,
Emeryville, Fairfield,
Galt, Lomita,
Montebello, Rancho
Palos Verdes, and
Woodland,
County of Santa Barbara
and Novato Sanitary
District



Negotiation Assistance



R3 staff has assisted numerous jurisdictions throughout California with negotiations related to their solid waste management franchises. Those services have included negotiation of sole source extensions to existing franchises as well as revisions and amendments to

existing franchise agreements. Project results have included:

- Increased hauler performance and accountability;
- Increased landfill diversion:
- Implementation of expanded recycling programs;
- Simplified rate adjustment methodology;
- Specified performance and program requirements;
- Implementation of air quality standards for collection vehicles; and
- Increased management controls for franchising jurisdiction.

Projects include:

- For the City of *Benicia*, R3 assisted the City with negotiating potential changes to its franchise agreement including changes related to insurance requirements, indemnification provisions, operating standards and new and expanded programs.
- For the City of Lomita, R3 provided the City with assistance with the development of a new Franchise Agreement to, among other things, improve the City's ability to manage the contract and reflect new environmental standards.
- For the City of Montebello, R3 staff assisted the City with drafting and negotiating amendments to the existing franchise agreement including minimum diversion standards, improved customer service programs, financial reporting requirements and monitoring and reporting requirements for refuse collection and recycling programs.
- For the *City of Elk Grove*, R3 assisted the City with a sole source negotiated extension to its existing franchise, including developing a negotiation strategy, participating in negotiation sessions, reviewing and analyzing data and assisting with drafting new contract language.

R3 Team Members: Richard Tagore-Erwin, Project Manager

Ric Hutchinson, Project Manager William Schoen, Project Manager

Contacts: Various contacts throughout California

R3 team members have assisted public sector clients in the preparation of solid waste planning documents throughout the United States. These documents have ranged from multi-volume, state-wide solid waste management plans to agency-specific waste reduction letter reports.

In developing our planning documents, R3 team members incorporate the specific needs of the public agency, the community and the regulatory and/or oversight bodies. Our documents focus on implementation strategies, fiscal responsibility and technical soundness. Representative planning projects and clients are listed below.

- IMPLEMENTATION PLAN FOR RECYCLING OPTIONS County of Sacramento, California
- YARD WASTE COMPOSTING IMPLEMENTATION PLAN
 City of Sacramento, California
- WORKSHOPS AND RESOURCE MANUAL Arizona Department of Environmental Quality
- STATEWIDE RECYCLING MANUAL California Waste Management Board
- STATE SOLID WASTE MANAGEMENT PLAN
 State of New Mexico Environment Department
- MILITARY FACILITY SOLID WASTE MANAGEMENT PLANS

U. S. Navy, San Diego Area, California

- SOLID WASTE MANAGEMENT PLAN
 Guam EPA
- REGIONAL SITING PLAN Napa County and its Cities
- REGIONAL PROGRAM MONITORING Marin County and its Cities
- WASTE DISPOSAL ALTERNATIVES
 San Bernardino Desert and Mountain, Waste Management
 Coalition
- RECYCLING OPTIONS
 Sacramento County, California; City of San Francisco, California
- REGIONAL PROGRAM MONITORING Mojave Desert Solid Waste JPA, California
- SOLID WASTE BEST MANAGEMENT PRACTICES
 American Plastics Council
- SOURCE REDUCTION AND RECYCLING ELEMENTS, HOUSEHOLD HAZARDOUS WASTE ELEMENTS, WASTE GENERATION STUDIES

Jurisdictions throughout the United States and Guam

















Solid Waste Planning Services

Jurisdictions throughout the United States





Solid Waste Facilities Services

Over 65 Cities and Counties throughout California



R3 team members have assisted public sector clients in the evaluation, review and procurement of solid waste facilities for over 15 years. Facility-related projects range from

preparing feasibility plans, conducting facility performance reviews and procuring processing equipment and operators.

In conducting our solid waste facility projects, R3 staff members focus on developing cost effective solutions to improve program performance.



Over the years, we have developed options ranging from procuring new equipment, changing the operational functions, developing incentives to increase contractor performance and changing the manor in which recyclable materials are delivered.



Our staff is familiar with green waste composting facilities, mixed waste processing facilities and single-stream processing facilities. R3 staff member Richard Tagore-Erwin has worked with several Japanese

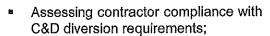
companies to develop automated processes for handling high volume waste materials.

Representative facility projects and clients are listed below:

- Greenwaste Composting Facility Feasibility Study CITY OF SACRAMENTO
- Greenwaste Composting Facility Review COUNTY OF SACRAMENTO
- MRF Contract Review CITY OF SAN GABRIEL
- MRF Contract Review
 CITY OF SOUTH PASADENA
- MRF PERFORMANCE Testing CITY OF PHOENIX
- MRF Facility Expansion CITY OF PHOENIX
- MRF Feasibility Study COUNTY OF SANTA CRUZ
- MRF Operating Review
 WESTERN PLACER WASTE MANAGEMENT AUTHORITY

R3 Team Members have assisted numerous jurisdictions with efforts

to increase the diversion of Construction and Demolition (C&D) materials. Those efforts have included:





- Evaluating C&D collection system design and contracting options;
- Drafting and revising C&D ordinances;
- Incorporating increased C&D diversion requirements into existing franchises;
- Field audits and facility monitoring; and
- Procurement of C&D collection service providers.



Our review of C&D ordinances and diversion programs throughout the State as well as our work assisting jurisdictions with developing and monitoring existing C&D diversion programs has highlighted the importance that the design of the

collection system can have on increasing



diversion. Effective collection system design in conjunction with effective C&D diversion facilities are the two most significant components of an effective C&D diversion program.

There are a variety of options for structuring a C&D collection system including:

- An unregulated open market system;
- A regulated open market permit system;
- A closed market with multiple non-franchised haulers; or
- Providing an exclusive contract with one hauler.

While there are pros and cons of each option, with the exception of an unregulated open market system, each of the above collection service options can be structured to provide a jurisdiction with the ability to maximize C&D diversion options.

R3 Team Members:

Richard Tagore-Erwin, Project Manager Ric Hutchinson, Project Manager William Schoen, Project Manager Carrie Baxter, Project Manager

Contact:

Various contacts throughout California

Clients Include:

Cities of Rancho Santa Margarita, San Carlos, San José, Rohnert Park, the Town of Windsor, CA and the Marin County Hazardous and Solid Waste Management JPA



Maximizing C&D Diversion

C&D Collection System Design



Clients include:

Alameda, Anaheim, Atherton, Belmont, Burlingame, Cotati, East Palo Alto, Foster City, Hillsborough, La Habra Heights, Long Beach, Menlo Park, Millbrae, Mill Valley, Petaluma Rancho Palos Verdes, Redlands, Redwood City, Rolling Hills Estates, San Carlos, San Mateo, San Rafael, San Ramon, Tiburon, Windsor, Central **Contra Costa Solid Waste** Authority, CA and Fort Collins and Windsor, CO

Refuse Vehicle Street Maintenance Impact Fees

Construction Vehicle Street Maintenance Impact Fees

Demolition Debris
Permitted Hauler Fees

Benefits:

- Objective analysis of the cost impact of refuse and other vehicles on the jurisdiction's street system; and
- Additional revenue to the jurisdiction to offset the street maintenance cost impact of refuse and other vehicles.

R3



R3 team members have assisted numerous jurisdictions with determining potential fees to be charged to refuse collection service providers to recover street maintenance



costs associated with solid waste, recycling and yard waste vehicles (refuse vehicles). The studies involve analyzing the impacts of the refuse vehicles on the jurisdiction's streets as a percentage of total vehicle impacts and allocating a proportional share of street maintenance cost requirements to those vehicles. Studies involving the evaluation and quantification of fees for buses, construction vehicles and debris box services have also been conducted.

The damage to streets caused by vehicles increases much more than proportionally with size and weight, and a single large vehicle can cause as much damage as thousands of automobiles. The proportional impact of refuse



vehicles is magnified on residential streets since they are typically the heaviest vehicles regularly operating on those streets. Accordingly, they contribute significantly to the cost of maintaining those streets, often as much as 10% or more of total residential

street maintenance costs.



Preventative maintenance is the single most important component of an effective pavement management program. Each dollar spent on preventative maintenance now saves as much as five dollars or more in future costs. The key is to

maintain streets in good condition rather than allowing pavement to deteriorate to the point where expensive rehabilitation or reconstruction is necessary.

Our approach is based on the premise that all vehicles, including refuse vehicles, impose a quantifiable impact on streets. That impact or "loading" can be expressed as an Equivalent Single Axle Load (ESAL), which is a function of



the vehicle's weight and the distribution of that weight among the vehicle's axles. By projecting the total number and type of vehicles that will travel on a street over its useful life, and the average ESAL associated with each vehicle type, the total ESAL that street will experience can be calculated. Once this has been done the relative impact associated with a specific vehicle type can be calculated and the proportional street maintenance cost assigned.

R3 Team Members: William Scl

William Schoen, Project Manager Richard Tagore-Erwin, Project Analyst

Carrie Baxter, Project Analyst

Contact:

Various — Available Upon Request

Appendix C

Staff Resumes

- ✓ William Schoen
- ✓ Sam Chandler
- ✓ Richard Tagore-Erwin

Resume

Mr. Schoen has served as project manager or had significant involvement in the following projects:

OPERATIONS AND PERFORMANCE REVIEWS

California Communities: Contra Costa Integrated Waste Management Authority, Folsom, Los Altos, Napa County, Orange, Plumas County, Pomona, Redlands, Sacramento, Salinas, San Bernardino County, San Leandro, Santa Cruz, South Bayside Waste Management Authority, Stanford University, Stanislaus County, Windsor, and Yuba Sutter Regional Waste Management Authority

Washington Communities: Olympia and Tacoma

Performed operations and performance reviews of municipal and franchised solid waste collection, transfer, landfill and material recovery operations. Studies including time and motion analysis, evaluation of collection productivity, cost of service allocations, macro- and micro-routing of collection systems, variance analyses, baseline and benchmarking studies to identify key areas to target for operational improvements, route and billing audits and contract compliance reviews.

CONSTRUCTION AND DEMOLITION DEBRIS ORDINANCE, HAULING AND PROCESSING FACILITY SERVICES

California Communities: Contra Costa County, Marin County, Napa County, Sacramento County Solid Waste Authority, San Carlos, and San Jose

Mr. Schoen has provided a range of services related to diversion of construction and demolition (C&D) debris. Those services include drafting and revising C&D ordinances, providing technical assistance to staff responsible for administering ordinances, evaluating options for C&D collection systems, drafting permitted, non-exclusive and exclusive C&D hauler requirements, drafting mixed C&D processing facility certification standards and certifying mixed C&D processing facilities in conjunction with C&D diversion ordinance requirements.

CONTRACT COMPLIANCE, MONITORING AND REPORTING

California Communities: Citrus Heights, Elk Grove, Rancho Cordova, Sacramento County Solid Waste Authority, Petaluma, Plumas County, West Sacramento, and Windsor

Appendix C

Resumes

William Schoen

Education

Bachelor of Science Bioengineering, University of Pennsylvania

Professional Experience

Mr. Schoen is an engineer with more than 25 years of solid waste operational and consulting experience. He has managed recycling and landfill operations and assisted numerous jurisdictions with the review of both municipally operated and franchised solid waste management systems. His expertise lies in the areas of solid waste operations and financial analysis.

Resumes

William Schoen

Training:

"Manager of Landfill
Operations", Solid Waste
Association of North America.

"How to Evaluate Landfill Operations", Blue Ridge Services Inc.

"40-Hour Hazardous Waste Operations and Emergency Response Course", Occupational Safety and Health Administration.

"California Compliance School, Hazardous Waste Generator Course, Modules I – V", California Department of Toxic Substances Control.

"Community Compost Trainer", City and County of San Francisco Recycling Program.

"Fundamentals of Finance and Accounting for Non-Financial Executives", American Management Association International. Mr. Schoen prepared hauler monitoring and reporting programs requirements in support of permit collection systems as well as exclusive and non-exclusive collection systems. He has also reviewed and monitored hauler compliance with contractual requirements including tonnage tracking and reporting, customer service tracking and franchise and other fee payments.

INTEGRATED SOLID WASTE MANAGEMENT PLANNING

California Communities: Carlsbad, Fresno County, Kern County, Oakland, Palo Alto, Paso Robles, Sacramento County, San Francisco, San Jose, San Luis Obispo County and its seven incorporated cities, Sonoma County, and South Bayside Waste Management Authority

Colorado Communities: Fort Collins and Windsor

Managed the development of integrated solid waste management plans for jurisdictions throughout the State. Assisted the cities of Oakland, Palo Alto, Paso Robles and San Jose with zero waste planning efforts. Managed the development of AB 939 Source Reduction and Recycling Elements for the City and County of San Francisco and San Luis Obispo County and its seven incorporated jurisdictions and assisted with the drafting of AB 939 Plans for the counties of Fresno and Sonoma. Managed the development of a long-range solid waste management plan for the South Bayside Waste Management Authority (SBWMA) and its 12 member agencies. Assisted the County of Sacramento with an economic analysis of long-term solid waste diversion and disposal alternatives.

RATE REVIEWS

California Communities: Alameda, Amador County, American Canyon, Carlsbad, Central Contra Costa Integrated Waste Management Authority, Fresno, Contra Costa County, El Cerrito, El Dorado County, Elk Grove, Gridley, Hercules, Livermore, Mill Valley, Millbrae, Novato Sanitary District, San Francisco, South Bayside Waste Management Authority, Stanislaus County, Sunnyvale, Tracy, Vallejo, West Contra Costa Integrated Waste Management Authority, and Yuba-Sutter Regional Waste Management Authority

Managed and assisted with numerous rate reviews involving divisions of Waste Management, Allied, Republic, Norcal and other regional and local franchised haulers. Responsibilities included reviewing revenue and expense projections, variance analysis, allocations among franchise and non-franchised operations and lines of business, performance, tonnage projections, balancing account calculations, recyclable material processing costs and material revenues.

RATE MODELING / RATE STUDIES / COST OF SERVICE STUDIES

California Communities: Amador County, Berkeley, Downey, El Cerrito, Folsom, Fresno, Livermore, Los Altos, Los Angeles, Merced County, Merced, Millbrae, Palo Alto, Redlands, Sacramento, Santa Monica, Tracy, and Ventura County

Evaluated current and historical budgets, projected capital and operating costs, developed financial and rate models, performed cost of service analysis, evaluated and designed rate structures, and evaluated various rate adjustment scenarios.

SOLID WASTE AND RECYCLING PROCUREMENT SERVICES

California Communities: Contra Costa Solid Waste Management Authority, Elk Grove, Fresno, Gridley, Livermore, Merced County, Millbrae, Oakland, Petaluma, San Bernardino County, San Diego, South Bayside Waste Management Authority, Sunnyvale, Tamalpais, and Union City

Oregon Communities: Sandy and West Linn

Managed or assisted with sole source and competitive procurement of collection, materials processing, transfer and landfill services. Drafted Request for Proposal documents and detailed franchise agreements incorporating performance incentives and rate adjustment guidelines involving various profit bases including detailed rate reviews and indexed adjustments. Evaluated proposals, prepared and presented award recommendations, and assisted with contract negotiations. Mr. Schoen also reviewed numerous proposals for new or expanded franchised services.

REFUSE VEHICLE IMPACT FEE STUDIES

California Communities: Anaheim, Atherton, Belmont, Burlingame, Cotati, Dublin, Elk Grove, East Palo Alto, Foster City, Hillsborough, La Habra Heights, Long Beach, Menlo Park, Mill Valley, Millbrae, Petaluma, Redlands, Redwood City, San Carlos, San Mateo, San Rafael and San Ramon

Colorado Communities: Fort Collins and Windsor

Assisted more than two-dozen jurisdictions with determining a potential fee to be charged to their franchised haulers to recover residential street maintenance costs associated with solid waste, recycling and yard waste vehicles. The studies involve analyzing the impacts of the vehicles on the City's residential streets and allocating a portion of street maintenance funding requirements to those vehicles based on their relative impacts.

Resumes
William Schoen

Resumes

William Schoen

OPERATIONAL EXPERIENCE

Area Manager, Reynolds Aluminum Recycling Company, Managed Reynolds Aluminum Company's recycling operations in San Francisco and San Mateo counties.

Principal, Resource Recovery Services, Established and operated a multi-material commercial recycling business in the San Francisco Bay Area.

Operations Manager, Acme Landfill, Served as the onsite Operations Manager for the landfill's leachate treatment plant handling hazardous (F039) leachate.

Interim Director of Operations, Acme Landfill, Served as the landfill's Director of Operations, responsible for the management of operations and regulatory compliance.

PUBLICATIONS AND PRESENTATIONS

"Performance Benchmarking: Measuring Success", W. Schoen, S. Chandler, presented to the Municipal Solid Waste Manager's Association; 2005 Fall Summit; Portland, OR.

"Performance Benchmarking: Validate, Diagnose, Improve", presented to the Municipal Solid Waste Management Association; Lexington, KY.

"GIS Routing Options", presented to the California Resource Recovery Association, San Francisco, CA.

"Improving Solid Waste Collection Productivity", Solid Waste Association of North America, Western Regional Conference, Springs, CA.

"Effective Performance and Rate Reviews", M. Kent, M. Brown, P. Deibler, W. Schoen, M. Moyer-Angus, Public Works Magazine.

"Building from the Ground Up: Collection Systems, the Foundation of an Integrated Solid Waste Management System", Solid Waste Association of North America, Western Regional Conference, Lake Tahoe, CA.

Resume

Consulting Experience

R3 CONSULTING GROUP, INC. Roseville, California

Senior Manager (2006, 2013). Mr. Chandler had a major role in a range of projects while at R3 including solid waste efficiency and performance audits for the cities of Redlands, San Bernardino and Tacoma, Washington. Mr. Chandler's responsibilities as part of those audits included review of safety policies, programs and procedures, routing and vehicle maintenance. He also served as interim solid waste manager for the City of Culver City, and provided AB 939 planning services for San Bernardino County.

CLAMWOOD & ASSOCIATES, LLC

Principal Partner (Current since 1994). As Principal Partner of his own company (Clamwood & Associates, LLC), Mr. Chandler has provided a variety of solid waste management consulting services to private and public sector clients with a focus on state legislative issues, regulatory compliance; permit applications, SWIP and pollution prevention programs. Clients include Waste Management, Inc., Tucson Recycling and Waste Services, SCD, Santa Monica and DSBMX, Tucson.

Public Sector Solid Waste Management Experience

MERCED, CALIFORNIA; DIRECTOR OF WASTE MANAGEMENT

Merced, California

<u>Director, Merced County Regional Waste Management Authority</u> (2009 to 2013). With three key managers, (General Manager, Environmental Manager, and Financial Services Manager) directed an enterprise fund activity with 43 FTE and a \$20.5M budget (\$10.5M operations, \$10M CIP) that provided regional waste management services with two landfills, a household hazardous waste depot and two ABOP's, and recycling commodity transfer systems to 7 local member jurisdictions, 3 private businesses and 2 regional governments.

Under Mr. Chandler's leadership the enterprise established financial stability by writing and implementing a business plan, working with bond counsel, and building a balanced budget, the first for the enterprise in 4 years, without raising rates. Managed the installation of software programs for increased point of sale velocity, improved cash controls, and proposed payroll processing and system changes to improve bottom line results.

Resumes

Sam Chandler

Education

Bachelor of Arts in Political Science, Grinnell College, Iowa

Master of Arts in Public Administration, University of Iowa

Professional Experience

Mr. Chandler has extensive experience managing municipal solid waste management systems, and analyzing the safety and operational performance of those systems. He also has extensive experience successfully negotiating with unions in support of improved operational and financial performance.

Resumes

Sam Chandler

Projects completed under his direction included two expansion permits, a new lined cell, a new gas control and collection system, gas to energy planning, scale house software upgrades, recycling materials negotiations and regional cooperative agreements with adjacent counties. Mr. Chandler worked closely with private and public waste haulers under six franchise agreements and handled all negotiations with major account customers in the region.

SNOHOMISH COUNTY, WASHINGTON; PUBLIC WORKS DEPARTMENT

Everett, Washington

<u>Utility Director, Solid Waste Division</u> (2006 to 2008). With four key managers, (Planning & Programs, Environmental Services, Operations and Administration) Mr. Chandler directed an enterprise fund activity with 162 FTE and a \$60M budget (\$53M operations, \$7M CIP) that provided integrated waste management services, household hazardous waste services, urban/ag/farm recycling systems and litter abatement to 21 local governments.

Under Mr. Chandler's leadership the Division established financial and regulatory accountability for the enterprise by writing a business plan, a continuity of operations plan, (COOP), a disaster plan, executing a rate review and building financial modeling programs. The cost of service study led to the creation of a new integrated financial reporting process that followed transactions from the point of sale all the way through to the final posting.

Mr. Chandler introduced programs that brought the Fund into regulatory and legal compliance with cash balance, reserve fund requirements, bond fund management concepts and debt management standards. He proposed programs for improved cash reconciliation, payroll accountability and market studies to improve procurement strategies. This year his team submitted a balanced budget for the first time in six years by using a combination of creativity, new revenues, efficiencies and common sense. Mr. Chandler aggressively promoted diversity and comparable worth programs for his staff.

CITY OF TUCSON; ENVIRONMENTAL SERVICES (UTILITY DEPARTMENT)

Tucson, Arizona

Deputy Director, Operations (1996 to 2004). Under Mr. Chandler's direction his five managers, (including the GIS/GPS Information and Data Systems Manager, the Finance Officer, the Collections Manager and the Administrative Manager) with a work force of 252 employees, and a \$33M operating budget and a \$3.6M CIP, managed the daily business operations of a fully integrated solid waste enterprise system for 147,000 residential customers, 3400 commercial customers, a 1500 tpd landfill and a

single stream recycling collection system. Elected President of Tucson Clean & Beautiful, a local non-profit that expanded the original Keep America Beautiful idea to other current environmental concerns, where Mr. Chandler helped organize the first Hot Topics, Cool Solutions Conference that addressed climate and energy issues in 2001 by exploring white roofs, tree planting, CNG power, solar power and energy conservation techniques that reduced utility costs to local businesses as well as the City.

CITY OF SANTA MONICA; PUBLIC WORKS & ENVIRONMENTAL SERVICES DEPARTMENT Santa Monica, California

Operations Manager (1995 to 1996). With a staff of 95, Mr. Chandler managed the street sweeping section, directed the activities of a solid waste enterprise fund with a \$9M budget, maintained the Santa Monica Beach, six parking garages and provided custodial care for the 3rd Street Promenade. The development of the new waste diversion facility began and was built in 2009. The City introduced CNG powered collection vehicles and improved post collection diversion from less than 4 percent to over 29 percent within six months. During Mr. Chandler's tenure, he assisted in improved customer service, a balanced budget, stopped employee theft and reduced cash shortages from \$300 per day to zero.

METRO REGIONAL GOVERNMENT; SOLID WASTE MANAGEMENT DEPARTMENT Portland, Oregon

Operations Senior Manager (1988 to 1995). This enterprise was a unique start-up business operation created to be in compliance with Oregon law that became a mix of private and public employees providing regional environmental services to 27 local governments in the Portland, Oregon region. Mr. Chandler's team of nine division managers, including Engineering, Facility Services, HHW/CEG/TSD, Budget, Customer Services and Contract Management, delivered a comprehensive integrated public service to a population of nearly one million residents with a \$87M budget (\$19M operations, \$3M CIP, \$45M contracts and \$20M transfers) through four franchised and two publicly owned geographically distributed facility sites in the Portland Metro area. The team issued the first long-haul contract, managed transfer station design build projects and recycling education programs. He assisted in the successfully close of a \$21M garbage compost operation inherited with no loss of revenue to Metro. He also assisted in building the first successful latex paint re-processing center in the country where over 750,000 GCE's are now blended and sold (profitably).

Resumes Sam Chandler



Resumes

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Mr. Tagore-Erwin has served as project manager or had significant involvement with the following projects:

PERFORMANCE AND OPERATIONS REVIEW

California Communities: Amador County, Bell Gardens, Colton, Cotati, El Dorado County, Fairfield, Folsom, Garden Grove, Hemet, Irwindale, Lincoln, Lomita, Manteca, Monrovia, Napa County, Paso Robles, Petaluma, Rancho Palos Verdes, Redlands, Rohnert Park, Sacramento, Salinas, San Bernardino, San Fernando, San Leandro, Santa Rosa, Upland, West Hollywood, Western Placer Solid Waste Authority, Windsor, Woodland, Yuba-Sutter Regional Waste Management Authority

National Communities: Gilbert, Glendale, Phoenix, Scottsdale, and Maricopa County, AZ; Tacoma, WA

Mr. Tagore-Erwin reviewed management structures, job classifications and qualification requirements, and billing and customer service systems. He also conducted on-site inspections of collection operations and maintenance procedures, and reviewed routing and route efficiency. He analyzed operational and financial impacts of implementing automated collection systems, single-stream recycling programs, and variable can rates for residential and commercial customers.

ZERO WASTE PLANNING, EPR AND SUSTAINABILITY

California Communities: Calabasas, California Department of Resources Recycling and Recovery (Formerly Integrated Waste Management Board and Department of Conservation), Humboldt Waste Management Authority, Marin County JPA, Oakland, Paso Robles, San José, Santa Monica, Sonoma County, Sunnyvale, and Yuba-Sutter Regional Waste Management Authority

Nationwide Communities: State of Arizona, Fort Collins, CO, Tucson, AZ and Actlink USA Corp., AZ

Mr. Tagore-Erwin led the project team in developing the project concept and strategic planning to develop and implement Zero Waste Plans for all cities and regional agencies. He incorporated waste composition data, recycling and organics diversion programs, sustainable building programs, Extended Producer Responsibility (EPR) policies, land use, cutting edge processing facilities and progressive costumer rate structures. This included working with diverse stakeholder groups such as elected officials, haulers, facility operators, environmental groups, and the general public.

Resumes

Richard Tagore-Erwin

Education

Bachelor of Arts in Political Science, University of Hawaii, Manoa

Master of Arts in Political Science, University of Hawaii, Manoa

Professional Experience

Over the past 25 years, Mr. Tagore-Erwin has worked with public agencies to design, evaluate, and implement solid waste collection, processing, disposal, and administrative operations. His work focuses on procurement, financial analysis, operational review, and sustainable development.

Resumes

Richard Tagore-Erwin

Mr. Tagore-Erwin evaluated program options and policy direction to maximize collection and proper disposal of Universal Waste (U-waste) and sharps and incorporate EPR. He has also identified options for financing various waste streams in California such as plastic bags, U-Waste, sharps and Household Hazardous Waste including determining the feasibility of possible programs through stakeholder feedback.

CONTRACT COMPLIANCE, MONITORING AND REPORTING

California Communities: Calabasas, Irwindale, Marin County, Monrovia, Montebello, Rancho Santa Margarita, Sacramento, Sacramento County, San Bernardino County, Santa Rosa, Western Placer Solid Waste Authority, and Woodland

Nationwide Communities: Phoenix, AZ

Mr. Tagore-Erwin prepared hauler monitoring and reporting programs for single jurisdictions and regional agencies. He conducted on-site audits of hauler financial and operational records. He also developed and implemented reporting databases by jurisdiction, facility used, material type and tonnage.

SOLID WASTE AND RECYCLING PROCUREMENT AND NEGOTIATION SERVICES

California Communities: Arcadia, Benicia, Bradbury, Burbank Sanitary District, Calabasas, Castro Valley Sanitary District, Citrus Heights, Colton, Duarte, Dublin, Elk Grove, Emeryville, Irwindale, Lomita, Los Altos, Merced County, Monrovia, Montebello, Monterey County, Novato Sanitary District, Oakland, Piedmont, Rancho Cordova, Rancho Murieta Community Services District, Rancho Palos Verdes, Rohnert Park, Rolling Hills Estates, San Bernardino, San Fernando, San Jose, San Ramon, Santa Barbara County, Santa Rosa, Sonoma County, South Bayside Waste Management Authority (made up of 12 jurisdictions), Upland, West Hollywood, Windsor, Woodland, and Yuba-Sutter Regional Waste Management Authority (made up of 6 jurisdictions)

Nationwide Communities: Windsor, CO

Mr. Tagore-Erwin developed and designed service terms and conditions, franchise agreements and contracts, and cost proposal forms for the solid waste and recycling programs. He assisted in the preparation of the solid waste and recycling procurement documents, conducted pre-proposal conferences and interviews, prepared RFP addenda, negotiated final franchise agreements and contracts, and presented recommendations to City Councils and County Boards of Supervisors.

RATE REVIEW, FINANCIAL ANALYSIS AND FEE STUDIES

California Communities: Capitola, Garden Grove, Mill Valley, Piedmont, Rancho Palos Verdes, Redlands, Rohnert Park, Rolling Hills Estates, Roseville, Sacramento, Santa Barbara, Windsor, El Dorado County, Kern County, Sonoma County, Novato Sanitary District, Rancho Murieta Community Services

Nationwide Communities: Scottsdale, AZ and Douglas County, NV

Mr. Tagore-Erwin assisted in reviewing rate applications for franchise haulers. As part of his efforts, he reviewed financial statements and assisted in the preparation and analysis of proforma rate models. He also conducted Peer Community Surveys to determine if proposed rates were consistent with surrounding market rates. He assisted in working sessions with the Cities and Counties and their franchised haulers, prepared the reports, and assisted in the presentations to City Councils and County Boards of Supervisors.

SOLID WASTE FACILITY EVALUATION AND DEVELOPMENT

California Communities: Irwindale, Sacramento, Santa Cruz, San Gabriel, South Pasadena, Sacramento County, Marin County, and Western Placer Solid Waste Authority

Arizona Communities: Phoenix and Tucson, AZ

Mr. Tagore-Erwin prepared feasibility plans, conducted performance testing, and evaluated processing equipment and facility layouts. He administered procurement processes for MRF and compost equipment and operators, reviewed operating contracts, provided contract language amendments, prepared secondary markets analyses, developed marketing agreements, and reviewed protocol for material acceptance. Mr. Tagore-Erwin also conducted facility tours, made presentations to community groups, City Councils, and Boards of Supervisors.

AB 939 PLANNING DOCUMENTS

California Communities: Carlsbad, Citrus Heights, Clayton, Irwindale, Los Angeles, Madera, Manteca, Montebello, Paso Robles, Rancho Cordova, Rancho Santa Margarita, Sacramento, San Jose, Santa Barbara, Santa Rosa, South Gate, Inyo County, Marin County, Monterey County, Napa County, Nevada County, Sacramento County, San Bernardino County, Sonoma County Waste Management Authority, West Contra Costa Integrated Waste Management Authority and State of California

Resumes

Richard Tagore-Erwin

Resumes

Richard Tagore-Erwin

Mr. Tagore-Erwin led project teams in preparing over 100 solid waste management plans, waste characterization studies, base year studies and resource and planning manuals. He prepared state-wide, regional and local solid waste management plans, conducted multi-jurisdiction waste characterization studies, and worked with individual municipal agencies to develop in-house recycling programs. He has also prepared planning manuals and conducted workshops for jurisdictions throughout California, Arizona and New Mexico, and has advised the California and Arizona state legislatures on solid waste policies.

CONSTRUCTION AND DEMOLITION DEBRIS FRANCHISE AND ORDINANCE SERVICES

California Communities: Calabasas, Dublin, Los Altos, Piedmont, Rohnert Park, Rolling Hills Estates, San Carlos, San Jose, Santa Rosa, San Ramon and Windsor

Nevada Communities: Douglas County

Mr. Tagore-Erwin prepared non-exclusive franchise documents for several cities and counties. As part of this process, he developed the franchise application form, the franchise agreement, and the franchise fee payment form and process. He also met with local contractors and officials during the development of the franchise agreement. Mr. Tagore-Erwin worked closely with the municipalities and their attorneys to develop the required C&D ordinance and assisted in the public hearing process.

PUBLICATIONS, PRESENTATIONS, AND WORKSHOPS

"Greening Your Franchise Agreement", presented June 2008 to the California Contract Cities Association, Indian Wells, CA.

"Creating Effective Local Partnerships," presented to the League of California Cities Annual Conference, San Francisco, CA.

"Linking Solid Waste Management to Sustainable Development," presented to the Commission on Sustainable Development, Washington, D.C.

"Implementing Source Reduction and Recycling Programs," presented to regional groups in Flagstaff, Phoenix and Tucson, Arizona.

"Economic Impact of Recycling," presented to the Southwest Public Recycling Association, Tucson, Arizona.





November 27, 2013 **DNSWMA Assessment Services Proposal** Del Norte Solid Waste Management Authority

416 Longshore Dr. |

Ann Arbor, MI 48105

734.996.1361 p | 734.996.5595 f | www.recycle.com

Proposal



November 27, 2013

Jay Sarina, CAO County of Del Norte 981 'H' Street, Suite 210 Crescent City, CA 95531

Dear Mr. Sarina,

It is an honor to submit our proposal for consideration for the Assessment of the Del Norte Solid Waste Management Authority.

After careful review of the RFP, and the supporting documents, we have structured our proposal in a way that categorizes and prioritizes tasks to provide the greatest flexibility, value and effectiveness of your consulting investment in addressing the issues identified. We are prepared to meet all RFP and contract submittal conditions upon direction from the Authority with an interest to proceed.

We envision a waste-free future — a world where wastes become resources and sustainable systems bring value to businesses, institutions and communities, enhancing environment and quality of life. For nearly 30 years, Resource Recycling Systems (RRS) has been the leader in providing consulting services to support this ideal. We are the go-to resource for innovative, economic, actionable solutions to the sustainability challenges of our time.

Our approach incorporates a rigorous planning and analysis process for developing a comprehensive understanding of the entire waste management system. RRS has developed and can communicate an understanding of the essential financial, technical, infrastructure and sustainable facets of difficult recovery questions, providing a way forward to efficient maximum recovery.

We are pleased to partner with Richard Gertman, with For Sustainability Too, on this proposal. A list of our qualifications and key team members are included in the proposal submittal.

Thank you for taking the time to seriously consider our approach and proposal to assess the Del Norte Solid Waste Management Authority. We believe we can contribute substantively to the future success and effectiveness of your programs. We welcome the opportunity to discuss our approach address any questions you have, at your earliest convenience

Sincerely,

Marty Seaman

Marty Seaman, Principal | Executive Vice President Resource Recycling Systems Office: 734-996-1361

Cell: 810-730-4791

Email: mseaman@recycle.com



PROJECT OVERVIEW

The Del Norte Solid Waste Management Authority (Authority) serves as an environmental stewardship leader within rural areas of the state, offering a wide variety of programs and services to its population of 29,547 within Del Norte County. As a result of being ahead of the curve, the Authority has the opportunity to assess the effectiveness and efficiencies of its structure and operations within the County.

Resource Recycling Systems (RRS) is pleased to provide our expertise and perspective in further evaluating the current system within the Authority. The County's Ad Hoc Committee has invested significant time to study details of the Authority's role and responsibilities. This work provides a foundation for RRS to build from, in order to use the Authority's resources wisely.

PROJECT APPROACH

RRS seeks to develop an agreeable and definitive work plan in collaboration with Del Norte Solid Waste Management Authority leadership that calibrates a budget, level of effort, and key issues resolution, along with a disciplined time frame, to meet the requirements and purpose of this project. Identified below is the framework for developing the essential insights and information to confidently determine a recommended approach for the Del Norte Solid Waste Management Authority as they focus on adhering to regulatory controls and good management standards.

RRS has California-based staff that has experience in dealing with integrated waste management state regulations on a regular basis. Our understanding of state regulations enables us to assess the impacts (if any) potential recommendations will have as a whole, including with ongoing contracts.

Based on the Request for Proposals, RRS has organized the scope of services, by priority, under the following categories: Organization and Process Review, Solid Waste Programs and Policies, Contracted Services Review, and Facilities Assessment. This approach will help guide the process for the comprehensive review of the Authority while ensuring all regulatory requirements are met.

- 1) Organization and Process Review
 - a. Evaluation of Joint Powers Authority Effectiveness
 - b. Evaluation and Delineation of Staff/Organization Roles and Responsibilities
 - i. Joint Powers Authority
 - ii. Solid Waste Management Authority
 - iii. Solid Waste Management Authority Director
 - iv. County & City Support Staff
 - v. Advisory Organizations (Del Norte Solid Waste Task Force)
 - c. Day-to-Day Operational Responsibilities and Efficiencies
 - d. Cash Controls and Processes
- 2) Solid Waste Programs and Policies
 - a. Policies
 - b. Programs



- 3) Contracted Services Review
 - a. Collections
 - i. Recology
 - b. Facility Operations
 - i. Del Norte County, California Transfer Station
 - ii. Dry Creek Landfill
- 4) Facilities Performance Assessment
 - a. Del Norte County, California Transfer Station
 - b. Klamath Transfer Station
 - c. Gasquet Transfer Station

Upon selection, RRS will prepare a draft work plan indicating possible meeting dates, desired stakeholders, information requests, deliverable and overall project timeline, along with an agenda for the project kick-off meeting (which will be conducted in person). RRS, with Del Norte Solid Waste Management Authority input, will develop a series of decision points and rationale to facilitate discussion and the approval of a definitive work plan by the end of that kick-off meeting. Additional discussion regarding leadership's perspectives and expectations, protocols for stakeholder engagement and public communication, and other logistics of project execution will be fully explored and finalized during this meeting.

Following the initial technical review, RRS staff will conduct an initial technical review of Del Norte Solid Waste Management Authority's performance by analyzing policies, guidelines, and operational metrics. We will identify and gather relevant materials that shed light on ideal versus actual performance, review and catalogue key information, and complete a data-driven evaluation. This effort will yield an initial objective assessment, along with a number of question and discussion points, which RRS staff will fully explore through stakeholder interviews.

Following the initial technical review, RRS staff will conduct interviews with key stakeholders, which may include, but are not limited to, the following:

- Del Norte Solid Waste Management Authority Board of Commissioners
- Del Norte Solid Waste Management Authority Acting Director
- Del Norte Solid Waste Management Authority Support Staff

Some or all inquiries could be conducted confidentially and presented in aggregate, to be determined by RRS and the Del Norte Solid Waste Management Authority, to yield the greatest benefit.

Typical SWOT (strengths, weaknesses, opportunities and threats) analysis style questions will be supplemented by inquiries to capture information, suggestions, opportunities and suitability for future collaboration and organizational readiness in relation to the four categories we have identified above. RRS will provide documentation of these interviews along with a synthesis and preliminary evaluation of the developed information's impact on the project goals.

RRS intends to use both in person and virtual meetings (via conference line) to gain insight from key stakeholders within Del Norte County. In addition, RRS will work with subject matter experts to gather essential



data and findings to be documented in a comprehensive report structured by the four categories above. RRS will review and synthesize all project information developed as part of our process to inform a series of strategic options and recommendations, for consideration by the Del Norte Solid Waste Management Authority. The options developed might be synergistic or potentially exclusive of how they operate now, but will be justified and actionable, and provide the content for fleshing out a specific, nuanced, and robust strategy for the Del Norte Solid Waste Management Authority. RRS will prepare a strategy options matrix including a description, discussion of pros and cons, and likely alignment of key stakeholders, for Del Norte Solid Waste Management Authority review.

At the conclusion of this project, RRS will produce a draft report that will provide aggregated feedback from key stakeholders and actionable recommendations around the key program components as listed above. The Board of Commissioners will have the opportunity to review the draft report as part of a presentation RRS will provide before the final report is delivered to the Del Norte Solid Waste Management Authority. Feedback generated during this discussion will be incorporated into the final report.

OPTIONAL TASKS

In addition to what RRS has laid out above in our Project Approach, our team would like to offer additional optional tasks to increase the breadth of the work we could conduct for the Del Norte Solid Waste Management Authority. Please find our optional tasks below.

Optional Task 1 - Educational Outreach to Stakeholders

RRS would like to recommend augmenting the technical review portion by extending the educational outreach to an expanded list of stakeholders. Reaching out to stakeholders beyond the Authority can provide feedback and perspective from those who receive Authority based services or who deal with the Authority indirectly. Expanding the educational outreach to a larger audience can also help validate the findings from the assessment with community buy-in. Additional stakeholders include, but are not limited to, the following:

- Del Norte County Officials and Staff
- Crescent City Officials and Staff
- Del Norte Solid Waste Task Force
- Consultants
- Contractors
- Community Members

Optional Task 2 – Facility Tours

In order to fully assess the solid waste processing infrastructure, RRS proposes the option of including facility tours of the Del Norte, Klamath, and Gasquet Transfer Stations. The goal of the facility tours will be to assess the overall operations and processes, provide a cursory evaluation of equipment condition, and address any other environmental conditions. From the tours, our staff will identify the shortcomings of each facility and provide a list of recommendations to increase operational efficiency. In the process, RRS will also assess options for ownership. Each tour will be limited to two hours per facility. The time spent touring the facility will help provide a more thorough assessment to questions and issues raised by the Authority.



PROJECT TIMELINE

RRS would like to explore an extended, but epedited timeline with the Del Norte Solid Waste Management Authority. Our team is concerned that the proposed 45 day timeline laid out in the RFP for the draft report delivery will not allow our team enough time to provide the in-depth analysis required for this level of work. RRS is happy to discuss a modified, but epedited timeline with the Authority apon award of the contract.

PROJECT COSTS

RRS is providing the following budget for the work outlined above. Since our team did not outline the work in the same way as outlined on Exhibit A, we are providing the following budget table to the Authority.

	Labor Cost	Expenses	Total Task Cost
Project Management, Meetings and Administration	\$ 10,820	\$ 4,000	\$ 14,820
Organization & Process Review	\$ 9,240		\$ 9,240
Solid Waste Programs & Policies Review	\$ 6,380		\$ 6,380
Contracted Services Review	\$ 6,380		\$ 6,380
Facilities Performance Assessment	\$ 4,300		\$ 4,300
Draft and Final Report	\$ 5,420		\$ 5,420
Total			\$ 46,5410
OPTIONAL TASKS			
Educational Outreach to Stakeholders	\$ 6,000 - \$ 10,000 depending on scope		
Facility Tours	am i arrum m. 155 karruminnik turk turk m. 1564 († 17.4 % 1564) i m. 17.4 % 1564 († 17.4 % 1564) i m. 17.4 % 1	\$ 8,000 - \$ 10,000	

PROJECT TEAM

RRS has a strong group of experienced personnel available to partner with Del Norte for this project. The staff bios outlined below provides details on the dynamic team that RRS will provide for the requested Del Norte Solid Waste Management Authority Assessment.

The Project Team and individual strengths that each member brings to the project include:

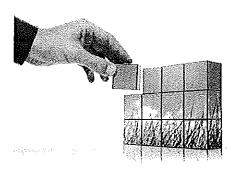
Team Member	Billing Rate	Duties/Responsibilities
Marty Seaman	\$150	Project strategic advisor
Matt Todd	\$135	Project manager
Richard Gertman	\$130	Senior consultant overseeing and conducting analysis of organization and process review, solid waste policies and programs, facilitating meetings and assisting with facility assessments
Jennifer Lao	\$120	Consultant conducting analysis of organization and process review, solid waste policies and programs, contracted services review and facilities assessments.



ABOUT RRS

BACKGROUND

Resource Recycling Systems (RRS) is a consulting firm dedicated to building real waste-free solutions for our clients, their businesses and communities. We help our clients reach their dynamic goals through innovation, change management and the enhancement of operating system performance. Our team provides business case justified and financially sound solutions to the wide array of challenges our clients endure. RRS also serves as a resource to those striving to incorporate green strategies into their operating systems with implementation plans that are proven to be efficient, sustainable and effective.



Since 1985, our team continues to deliver results that meet and exceed our client's economic, social and environmental goals.

OUR VISION



We envision a waste-free future: a world where wastes become resources and where sustainable zero-waste systems bring value to businesses, institutions and our communities to enhance the quality of our lives and environment.

RRS is the leader in providing services to support this need. We are "game changing" not only with our clients, but also in the communities where we live and work. We are the goto resource for ideas, innovation and solutions that are real and on-the-ground to the sustainability challenges of our time.

Our people and expertise make this vision a reality.

OUR APPROACH

Resource Recycling Systems specializes in sustainable "system" solutions. Our team, methods and connections provide a cross-sector approach and solution for our client's resource management needs. Our people have onthe-ground experience in recycling and recovery, business case and financial expertise, engineering design capabilities and communications planning and campaign execution.

Our guiding approach:

- Commitment to our clients, their missions and goals
- We provide solutions not just answers
- Game-changing Innovation watch trends and follow research to know what does/doesn't work
- Informed expertise data-driven decision making
- Challenge environment ask a question and then ask a better one
- Strategic alliances and collaborations provide an effective client solution



OUR SERVICE SECTORS



Waste and Recycling – Managing Waste as a Valued Resource

Let our range of waste and recycling services, from operations management and system optimization, to infrastructure design and engineering, guarantee that you attain your waste diversion, service and budget goals.



Sustainable Operations -

Managing Sustainability as a Core Business Strategy

Our practical, cost-effective planning and implementation services ensure a sustainable bottom line and the long-term "green" success of your organization or industry.



Biomass Energy and Organics Management – Managing Organics for Recovery and Reuse

Whether you are just beginning a composting program or need assistance in biomass fuel sourcing, our wide range of organics services will provide an innovative solution tailor-made for your organization.

YES - WE CAN HELP BUILD YOUR WASTE-FREE SOLUTION:

- Integrated Solid Waste Management Planning
- Business Case and Financial Planning
- Service Optimizations
- Enhancement of Program Performance
- Vendor Procurement and Contracting
- Commercial Recycling Development
- MRF/Recycling Facility/Organics Site Design and Engineering
- Communications and Marketing Plans
- Sustainability Branding and Messaging
- Compliance Training

- Green Supply Chain Management
- Packaging Strategy Development and Integration
- Corporate Sustainability and Change Management
- Cross-Sector Collaborations and Solutions
- Yard Waste Composting Systems
- Food Waste Program Development
- > Industrial Organics Beneficial Reuse
- Anaerobic Digestion
- Biomass Fuel Plans and Due Diligence
- Biomass Technology and Feedstock Analysis



RELEVANT EXPERIENCE

The best insight into our company is to see how we not only approach our clients' problems, but also how our innovative, practical and real solutions have helped produce success for our clients' needs and desires. Below is a brief summary of relevant RRS projects exemplifying our work.

CLIENT: CURBSIDE VALUE PARTNERSHIP

PROJECT: STRATEGIC AND ORGANIZATIONAL ASSESSMENT

CONTACT: Beth Schmitt, Director of Recycling Programs, (865) 977-2389, beth.schmitt@alcoa.com

PROJECT DESCRIPTION: The Curbside Value Partnership (CVP) is a 501(c)(3) formed to help communities grow and sustain their curbside recycling programs. Its two goals are to help communities grow participation in their programs and to help them measure this growth to make better decisions. CVP works "one-on-one" with a select number of communities every year to accomplish these goals by partnering to launch and test education programs, measure results (pre- and post-campaign) and then promote those results as best practices nationally.

As various recycling and sustainability initiatives continue to grow, CVP looked to RRS to help them outline a strategic and viable path forward for its members and stakeholders. Our work began with developing a database of targeted stakeholders to survey (including past, current and potential funders; past and current Board members; selected CVP partner communities; selected communities has yet to work with; leadership of other recovery initiatives; non-government organization stakeholders; and CVP staff/contractors) with a set of questions addressing desired information and goals CVP identified for each category of stakeholder. RRS developed a survey launch plan, used appropriate survey approaches (both online and phone surveys) for the targeted stakeholders, conducted a set of personal interviews and concluded with followed up protocols for both survey respondents and non-respondents.

In conclusion, RRS worked to gather all relevant organizational data and information including the organization's activities, administrative functioning, division of duties and cost allocations across the organization. RRS took this information with the survey data collected and looked to evaluate CVP's structure and operations against the value of the brand, its stakeholders and its mission. RRS developed a set of strategic options in a matrix format identifying pro and con approaches and likely alignment for CVP to consider as it looked to refine their mission, organizational structure, funding and collaboration approaches.

CLIENT: LUCAS COUNTY/CITY OF TOLEDO, OHIO

PROJECT: STRATEGIC PLANNING, SOLID WASTE MANAGEMENT PLANNING AND PROGRAM IMPLEMENTATION

CONTACT: Jim Shaw, Lucas County SWMD Director, (419) 213-2235, Jshaw@co.lucas.oh.us

PROJECT DESCRIPTION: RRS managed the solid waste plan update for the Lucas County Solid Waste Management District. The planning process took place well in advance of the Ohio EPA timeline, in order to respond to issues of funding stability, hauler reporting and waste volume downturns. As part of this process, RRS worked closely with the City of Toledo both in District sponsored tasks as well as work individually contracted with the City so that both the City and District were able to align their policy, programming, funding and operational goals as efficiently as possible.



District planning work was completed with all aspects of each section of the Plan (format 3.0) with special focus on funding (landfill fees, contract fees, program fees and rates and charges); District rules (new emphasis on hauler requirements and facility designation); and alternative programming approaches to reduce costs (HHW, yard waste composting, enforcement). This process has included collaboration with the District's partners (local KAB affiliate, University technical assistance program, etc.) on data collection, surveying and program planning.

RRS, having worked with the District on their prior three solid waste plans, has also assisted in plan implementation as the City and District upgrade their recycling collection systems including plans for development of regional recycling processing capacity, upgraded curbside recycling for the City, automation of the City's collection programs, joint procurement of yard waste composting services and other similar collaborations.

As part of past solid waste plan efforts, RRS completed a detailed performance and cost analysis with comprehensive waste characterization that became a major set of case study inputs into the US EPA's life cycle assessment of integrated solid waste management – an effort to optimize solid waste management systems to minimize greenhouse gas production.

Technical services to the District throughout this period have included detailed cost and performance projections for alternate collection systems, cost/benefit analysis to narrow down system options, final feasibility analysis to prepare decision makers for policy choices, and system procurement steps to provide firm equipment and/or service provider quotations for actual implementation.

With the help of RRS technical assistance, the District, the City of Toledo, and all other political subdivisions have made significant progress in upgrading the solid waste management infrastructure, increasing local capacity for waste diversion and coordinating programming and planning to be as cost effective as possible.

CLIENT: UNIVERSITY OF SOUTH CAROLINA

PROJECT: CAMPUS-WIDE WASTE AND RECYCLING ASSESSMENT AND RECOMMENDATIONS CONTACT: Malte Weiland, Sustainability Coordinator, (803) 777-4353, weiland@fmc.sc.edu

PROJECT DESCRIPTION: The University of South Carolina (USC) hired RRS at the end of 2010 to help bring best practices and program recommendations to the Environmental Services Department for its waste reduction, recycling services and general waste collection operation. RRS spent significant time on campus and prepared an analysis in a financial framework to provide solid, practically actionable recommendations for the department to capitalize upon. RRS completed the following tasks as part of our work with USC:

- Provided a baseline solid waste data and financial review which evaluated the current solid waste and recycling service agreements as well as gathered data regarding current waste and recycling operations at all on-campus buildings and a handful of special events.
- Conducted an internal and external walk-through assessment of various campus buildings to identify and record the different waste-generating activities and equipment used in each location, the types of waste produced, and any current waste reduction efforts. Our team reviewed collection containers, custodial staffing requirements, loading docks and equipment needed for the transport and storage of recyclable materials.
- Conducted a two-day waste sort and audit of a selected group of residence halls and Greek Village houses. During this sort, materials were weighed and sorted into 35 material categories.



- Provided a full-cost accounting analysis of all costs and revenues associated with the disposal and recovery of wastes on campus. This analysis allowed RRS to provide a detailed list of cost reductions and service efficiencies including documented cost savings amounts that the University could enlist to help improve their services and reduce the department's overall costs.
- Provided an actionable list of solid waste management program recommendations (including associated costs) and implementation plan to expand waste reduction and recycling services, increase recycling volumes, increase operational efficiencies, provide services more responsive to faculty, staff and student needs, as well as take into account future University growth.

CLIENT: PEORIA COUNTY RECYCLING & RESOURCE CONSERVATION, ILLINOIS PROJECT: STRATEGIC PLANNING AND SOLID WASTE MANAGEMENT PLAN UPDATE

CONTACT: Karen Raithel, *Peoria County Recycling & Resource Conservation Director*, (309) 681-2550, kraithel@peoriacounty.org

PROJECT DESCRIPTION: RRS worked with the Solid Waste Advisory Committee and County Recycling staff to incorporate findings from earlier planning efforts for review, discussion and use in setting the waste reduction goals for a final Plan. Peoria's goal was to create a 20-year framework for policy decision, improvements in operational efficiencies, increased residential and commercial recycling, more efficient waste diversion techniques, along with analysis of financial impacts of the Plan. RRS's analysis and evaluation looked at program data, actual waste reduction volumes, program effectiveness, program costs ease/difficulty of implementation, and program compatibility with other County programs and County desires to develop a 20-year Solid Waste Management Plan. RRS developed a strategy for public engagement that is designed to elicit comprehensive community feedback from key stakeholders. Still an ongoing project, RRS serves as both a technical and planning resource, guiding the County in strategic elements of the Plan.

CLIENT: RESOURCE RECOVERY AND RECYCLING AUTHORITY OF SOUTHWEST OAKLAND COUNTY (RRRASOC) PROJECT: REGIONAL WASTE AND RECYCLING SERVICES ASSESSMENT OF NEED AND OPPORTUNITIES FOCUSED ON PUBLIC/PRIVATE PARTNERSHIPS

CONTACT: Mike Csapo, General Manager, 248-208-2270, RRRASOC@aol.com

PROJECT DESCRIPTION: RRS assisted this solid waste authority (8 member units, 250,000 people, \$100 million in solid waste and recycling) in the procurement of over \$100 million in solid waste and recycling services for the Resource Recovery and Recycling Authority of Southwest Oakland County (RRRASOC). An important part of this effort was the development of a policy framework that could be embraced by all of the member communities that a) creates an incentive for increased recycling rates, and b) builds off of past successes (for which RRS was the consultant) that creates an Authority that can represent the interests of a diverse group of stakeholders. The RRRASOC experience stands out as one of the best examples of a successful public/private partnership oriented toward waste recovery in the State of Michigan. Successes in cost effective recovery experienced at RRRASOC have proven effective when employed in part or in whole with other communities around the Midwest.



CLIENT: OAKLAND COUNTY, MICHIGAN

PROJECT: MULTI-JURISDICTIONAL STUDY ON JOINT SOLID WASTE AND RECYCLING SERVICES

CONTACT: Art Holdsworth, Director of Facilities Management, 248-858-0160

PROJECT DESCRIPTION: RRS was hired by Oakland County for a dual purpose: to develop strategies for cooperatively purchasing solid waste services and to determine if any MSW 'conversion' technologies would be a good fit for their disposal needs. MSW conversion technologies include all non-landfill or incineration technologies such as gasification, pyrolysis, plasma arc and anaerobic digestion. Development of an appropriate policy framework was a key step in this effort as the County engaged with local units of government to meet the needs of a diverse group of policy stakeholders. Both face-to-face discussions and the purchase documents that were used to elicit technical and price proposals were effective in outlining a policy environment that gave preference to leveraging public commitment with private money, balanced assessment of the success of recovery (cost, GHG emissions, community values), and opportunities for economic development.



MARTY SEAMAN

Executive Vice President & Principal Resource Recycling Systems



PROJECT EXPERTISE

- Carton Council- Access Campaign
- Carton Council- Policy & Legislation
- Foodservice Packaging Institute
- Green Supply Chain-Universities

EDUCATION

University of Michigan – Ann Arbor

Bachelors of General Studies, Concentrations in Finance/Real Estate, History and Multicultural Studies

EPA/University of Illinois-Chicago

Brownfields Nuts and Bolts Training

EXPERTISE

Marty Seaman is Executive Vice President and one of the principals of Resource Recycling Systems (RRS). He brings a wealth of experience garnered over 22 years in working with solid waste industry to the RRS team. Accomplishments include tripling RRS's revenue with the creation of the business development team. He is an expert in resource contracting, cooperative problem solving and achieving economic benefits with environmental challenges and opportunities. Marty has years of firsthand experience growing and operating sustainable waste management and resource recovery programs leveraging contracting, multi-partner collaboration and incentive techniques.

Marty joined Resource Recycling Systems in 2005. As the Executive Vice President, he supports and monitors the implementation of growth opportunities and oversees both the planning and the communications team at RRS. He has utilized strategic planning, policy development, communications and community acceptance protocols to initiate advanced programs and industry innovations. His current focus includes strategic management and multi-stakeholder collaboration. Marty is an experienced leader and facilitator able to engage legislative officials, as well as the public and private sectors and universities.

Marty started his resource management career at Recycle Ann Arbor as the President and CEO from 1987 to 1992. His extensive municipal expertise includes conducting program reviews for Michigan's Monroe and Berrien counties, working as the General Manager of the Saginaw Area Solid Waste Management Authority from 1994 to 2000, and as a Manager of the Oakland County Waste Resource Management Division from 1999 to 2004. As the Oakland County Waste Resource Management Division Manager he initiated the Oakland County Brownfield Authority and created the Recycling Electronics and Pollution Prevention (REAP2) Project, which has drawn national and international attention for ingenuity in collection and reprocessing of used electronics.

PROJECT EXPERIENCE

Client: Carton Council Project: Access Campaign

The Carton Council is a group of carton manufactures united to deliver long term collaborative solutions in order to divert valuable cartons from the landfill. Resource Recycling Systems helped the Carton Council develop a strategy to jumpstart the recycling of gable and aseptic cartons across the country. In only three years 41% (48 million households) have access to carton recycling.

- · Facilitated strategic planning and multi-stakeholder collaboration
- Coordinated
- · Supervised conference planning
- Gave presentations at conferences across the country
- · Engaged legislative officials

Client: Carton Council Project: Policy & Legislation

- Facilitated strategy development, execution and process support for 2013 Carton Council messaging and strategy details
- Development of collaborative partnerships among corporations, trade associations and NGOS both regionally and nationally surrounding carton friendly features in state legislative initiatives.
- Engagement in state governments including stakeholder tracking, identifying and influencing key decision makers, local allies and specific campaigns.

Client: Foodservice Packaging Institute (FPI)

This association is committed to promote the responsible use of all foodservice packaging in North America. Resource Recycling Systems is currently working with its partner StewardEdge to lead execution of the plastic packaging recovery.

- · Collaborated as a senior advisor
- · Facilitated strategic planning and multi-stakeholder collaboration

Green Supply Chain – Universities

Martin has extensive knowledge and experience in supporting universities develop and implement green strategies and transformations. He has managed and supervised green projects for the University of South Carolina and for the University of North Carolina, Chapel Hill.

- · Lead stakeholder meetings and presentations
- Gave presentations in behalf of the University
- Facilitated strategic planning and multi-stakeholder collaboration
- Supervised the development of an enterprise fund model to establish and evaluate new recycling rates
- Analyzed current program structure and services to determined and develop recommendations for future needs of the growing campus
- Conducted campus and athletic facilities waste audits
- Supervised comprehensive waste management services financial audit
- Managed campus-wide waste reduction and recycling recommendations

RECENT SPEAKING ENGAGEMENTS

•	Speaker: Packaging - What To Do With It? State of Texas Alliance for Recycling	October 2013
٠	Speaker: MRF Infrastructure in Tennessee & the Southwest SERDC: A Symposium for the SE Recycling & the Economy w/TDEC	August 2013
•	Speaker: Carton Opportunities for Waste Management Companies and Haulers in the Organics Sector WasteExpo	May 2013
•	Speaker: Recycling and Indiana Economy Indiana Recycling Coalition	May 2013
•	Speaker: Carton Council & VPR Southeast Recycling Development Council Recycling Summit	October 2012
•	Panelist: Waste to Wealth Summit	September 2012
•	Panelist: Recycling Panel The National Conference of State Legislatures (NCSL) Legislative Summit	August 2012
•	Speaker: Carton Council and VPR Georgia Recycling Coalition	August 2012
•	Panelist: Markets Panel on Aseptic Packaging Virginia Recycling Association (VRA)	May 2012
•	Speaker: UNC Case Study: Evaluating your University's Waste and Recycling Billing Ro Smart and Sustainable Campuses Conference (SSCC)	ates April 2012
•	Panelist: Building markets for Post-Consumer Recycled Cartons Southeast Recycling Conference (SERC)	March 2012
•	Speaker: Enterprise Funds for University" & "Realizing Value from a University Waste Greening of the Campus IX	<i>Audit</i> March 2012
•	Panelist: Carton Council Panel Carolina Recycling Association 22 nd Annual Conference and Trade Show	March 2012
•	Speaker: Rural Recycling Challenges- Emmett County Case Study Tennessee Recycling Coalition	February 2012
•	Speaker: UNC Case Study- Evaluating Your University's Waste and Recycling Rates USC Case Study- Revamping Your University Waste and Recycling Program, Equipment for Efficient Recycling Operations Association for the Advancement of Sustainability in Higher Education (AASHE)	October 2011
•	Speaker: EPA Regional Showcase Association of State and Territorial Solid Waste Management Officials	August 2011
•	Speaker: Building Carton Recycling Access Nationwide Illinois Recycling & Waste Management Conference	June 2011

	Speaker: Producers Lead the Way- Cartons and Extended Producer Responsibility Tennessee Recycling Coalition Conference	<i>lity</i> May 2011
• .	Speaker: Building Carton & Aseptic Package Recycling Access Nationwide Federation of NY Solid Waste Association	. May 2011
	Speaker: Building Carton & Aseptic Package Recycling Access Nationwide Indiana Recycling Coalition	May 2011
•	Workshop: Creative Funding Approaches Michigan Recycling Coalition	May 2011
•	Speaker: Building Cartons & Aseptic Package Recycling Access Nationwide Virginia Recycling Association	May 2011
•	Speaker: The Carton Industry's Product Stewardship Initiative Alabama SWANA- Spring Seminar	February-March 2011

COMMITTEES & ORGANIZATIONS

- Delta Institute, 2012-present
- State of Michigan e-Waste Stakeholders Group, 2003-2005
- Chairman, Oakland County Brownfield Redevelopment Authority, 2002-2004
- Chairman, Michigan Recycling Coalition's Conference Committee, 2001-2002
- Chairman, America Recycles Day Michigan, 1999-2001

MATTHEW TODD

Senior Consultant Resource Recycling Systems



PROJECT EXPERTISE

Southeast Recycling Development Council, State of Tennessee

Foodservice Packaging Institute (FPI)

University of North Carolina- Chapel Hill

EXPERTISE

Matthew recently joined RRS as a project consultant from North Carolina's Department of Environment and Natural Resources (NC DENR). Matthew has a strong background in leading and guiding businesses, industry, local government and state agencies toward sustainability, with a special emphasis on waste reduction and recycling. His work tenure as an Industrial Development Specialist for NC DENR provided a wealth of expertise in providing economic development assistance to expanding, start-up or relocating recycling businesses and ecoentrepreneurs in North Carolina; building partnerships with public- and private-sector entities to strengthen the state's recycling infrastructure; and analyzing market generation, feedstock supply and demand for commodities to assist recyclers in determining market strategy for increasing capacity

Matthew has over 15 years of progressive solid waste management experience in the public and private sector including work in the waste hauling industry, solid waste consulting, and university community.

Experience includes:

- Recycling Program Design & Development
- Waste Management Optimization
- Commodity Trends
- Recycling Industry Trends and Analysis
- Market Development
- Economic Development
- · Government Resources
- Facility Layout and Design
- Supply Sourcing

Matthew has successfully integrated state market development resources to create relationships with the recycling industry. These relationships helped to further DENR research projects focused on various sectors of the industry. Research was used in many cases to drive legislation that helped to grow the supply of recovered materials and recycling jobs in North Carolina.

Matthew's infrastructure development has included working with private haulers to grow curbside collection opportunities in underserved communities through the development of an Independent Collectors Network. This long term process worked to foster communication and sharing of best practices to grow competitive and efficient recycling collection operations across North Carolina.

EDUCATION

Virginia Polytechnic Institute and State University, BS in Environmental Science with a concentration in Waste Management

PROJECT EXPERIENCE

Client: Southeast Recycling Development Council Project: State of Tennessee

As project manager, Matthew's project team assisted the Southeast Recycling Development Council (SERDC) in a characterization of Tennessee's current recycling economy, material flow, and potential opportunities that could increase local government collection of key recyclable materials. Project strategy and implementation included the following:

- Lifecycle of Materials in Tennessee's Recycling Economy
- Map of Tennessee Material Markets
- Local Access to Recycling Markets
- Cost/Benefit Tool for Local Government Recycling Programs

Client: Foodservice Packaging Institute (FPI)

This association is committed to promote the responsible use of all foodservice packaging in North America. Resource Recycling Systems is currently working with its partner StewardEdge to lead execution of the plastic packaging recovery. Matthew has led support in assisting FPI in developing landfill diversion opportunities for plastic foodservice packaging.

Client: University of North Carolina- Chapel Hill

RECENT SPEAKING ENGAGEMENTS (TOPIC)

- Southeast Recycling Development Council (SERDC) Summit, 2012
- Recycling Infrastructure & Markets in Southeast Eastern Carolina Environmental Conference, 2012
- Electronics Recycling Certification, Carolina Recycling Association Conference, 2012
- Economic Development Tools for Recycling Businesses
 Southeastern NC Sustainability Symposium, 2012
- Conference program development and Moderator Southeast C&D Recycling Conference, 2011
- Trends and Investment in NC Infrastructure
 Carolina Recycling Association Conference, 2011
- NC Recycling Markets Update
 Central NC Green Force Summit, 2011

COMMITTEES & ORGANIZATIONS

Board of Directors Vice-President, The Scrap Exchange, Durham, NC

RICHARD GERTMAN

Senior Consultant Resource Recycling Systems

PROJECT EXPERTISE

- Innovative source reduction, recycling, composting and market development programs
- Designing and evaluating materials recovery facilities and other technologies
- Presenting methods to increase efficiency in collecting processing recyclable materials
- Developing and analyzing innovative rate structures

PREVIOUS EXPERIENCE

- Client Services Director for R. W. Beck and Associates,
- Recycling Programs
 Manager for the City of San Jose
- Recycling Coordinator for Davis Waste Removal Company
- Staff member of the California Waste Management Board

EDUCATION

Tulane University, Masters of Science in Geology and Paleontology, Bachelors of Science in Geology

EXPERTISE

Richard Gertman has over 40 years of experience in the solid waste management field. Richard brings deep and broad expertise working in nearly every corner of the waste prevention and diversion industries. His well-rounded, industry-wide experience contributes a valuable "bird's eye" view of the challenges and opportunities shaping the field of solid waste management. His experience working for local governments gives him targeted insight into the political, economic, and organizational obstacles that can shape or shift program priorities. He is widely published in industry trade publications and has given numerous presentations on solid waste management and recycling issues. In addition, he is an instructor in three courses offered by the California Resource Recovery Association's Resource Management Professional Certification Program.

PROJECT EXPERIENCE

County of Marin (CA) Zero Waste Strategic Plan, 2009-2010

Assisted Marin County in the evaluation of opportunities to prevent generation and recover wasted
resources. Addressed single family and multi-family residential, commercial, industrial,
governmental and institutional, and construction and demolition debris management systems. The
evaluation addressed the need for materials processing and composting facilities to manage each of
the waste streams, and markets for recovered materials. The evaluation addressed ways to reduce
the amount of waste generated and in need of management.

City of Oakland (CA) Zero Waste Strategic Plan, 2009-2010

- Assisted the City of Oakland in the design of a future waste management system to reduce materials
 disposed of in landfill by 90% of the tonnage landfilled in 2008. This was the most aggressive
 diversion goal of any community in the United States as it sets the 2008 tonnage as the base, even
 though the City already exceeds the state mandated 50% diversion rate.
- The system design focused on what types of collection systems could be established to recover
 materials from the generators, and what facilities would be needed to receive the collected
 materials. This planning process is being used to guide the scope of services for new waste
 management collection contracts.

City of Palo Alto (CA) Zero Waste Technical Assistance Program, 2005-ongoing

- Coordinates a "zero waste" technical assistance program for the City of Palo Alto. The program delivers education, outreach, and customized in-person technical assistance to businesses citywide.
- Service areas range from waste prevention and reuse to environmentally preferable purchasing and the start-up, maintenance, and growth of in-house waste diversion programs. The program provides on-site waste audits, data analysis, and "summaries of findings" to assist customers in strategically directing their efforts to meet City goals.

Zero Waste Technical Assistance Program, Santa Clara County, CA, 2002-2005 and 2009-2010

 Provided technical assistance to county facilities, including evaluation of programs in place, recommendations for changes, and implementation. Facilities include the Department of Correction, Parks Department, Valley Medical Center, Social Services, Facilities and Fleet, Roads and Airports, General Services and other Departmental Agencies.

Research on Recycling Policies, Programs, and Results, State of Florida, 2010

- Compiled a report on the state of California—a national leader in recycling—summarizing the state's
 waste management approaches, tracking systems, and reported achievements. The report
 consolidated information and lessons from California's experience into five areas:
 - 1. Recycling Goals, Measurement & Current Status;
 - 2. State Policies & Programs;
 - 3. State Planning Approach & Local Requirements;
 - 4. Funding Sources & Uses; and
 - 5. Future Directions & Needs.

COMMITTEES & ORGANIZATIONS

- Board of Directors; Californians Against Waste
- Former Board Member; National Recycling Coalition
- Former Board Member; California Resource Recovery Association
- Former Board Member; Northern California Recycling Association

JENNIFER LAO

Consultant Resource Recycling Systems



PROJECT EXPERTISE

- Program Management approach that balances organizational issues as well as technical issues
- Development of Solid Waste Management and Zero Waste Plans
- Data Analysis to support programs and policies
- Educational Outreach coordination that is engaging and effective

PREVIOUS EXPERIENCE

Waste Resources Engineer, HDR Engineering, Inc.

Site & Regional Recycling Coordinator, Boeing Satellite Systems

Thermal Engineer, Boeing Satellite Systems

EDUCATION

Cal Poly San Luis Obispo, Bachelors of Science in Aerospace Engineering

University of California, Los Angeles Extension, Certificate in Recycling and Solid Waste Management

EXPERTISE

Jennifer Lao has seven years of experience in the solid waste management and recycling industry. Initially a program manager and engineer at Boeing, she became the Regional Recycling Coordinator for the company before transitioning into consulting. Since then, she has worked on solid waste initiatives across North America. She has been a program manager for a variety of projects related to solid waste support services for cities and she has managed multiple annual reports required by CalRecycle.

On top of managing a variety of solid waste programs, Jennifer has led waste characterization studies and has conducted detailed analyses for countless projects, programs, and plans. Her technical expertise has led to the development of detailed methodologies to estimate projections on diversion, waste generation, and population growth.

Her background makes her an effective program manager who can understand the technical details while seeing the project from a "big picture" perspective. Jennifer has also been highly involved in spearheading communications programs for solid waste plans, environmental policies, and community improvement initiatives. She can communicate technical issues in a clear and concise manner, ensuring the process is engaging and inclusive to all stakeholders.

Jennifer is also LEED GA accredited.

PROJECT EXPERIENCE

City of Rancho Palos Verdes, Solid Waste Support Services - Project Manager

- Provided on-call support services for the City's solid waste programs
- · Created engaging educational outreach materials for the City's programs
- · Improved recycling in parks and public spaces
- Audited large businesses to increase the City's diversion rate
- Implemented the State's mandatory commercial recycling regulation (AB 341)
- Managed the City's Annual Report to CalRecycle each year

Naval Facilities Engineering Command Joint Region Marianas, Integrated Solid Waste Management Plan, Guam Waste Characterization Study – *Project Manager*

- · Managed a waste sorting team during a two-week waste characterization
- Established a detailed waste characterization process flawlessly
- Collected, compiled, and analyzed waste generation data to target key materials to address
- · Published findings in a detailed report

City of Los Angeles, Reusable Bag Policy -Waste Resources Engineer

- · Conducted extensive research to create a reusable bag fact sheet to build support
- Tracked plastic bag ban regulations throughout the U.S. to help strengthen the policy+
- Coordinated outreach events and workshops to reach out to hundreds of community members

City of Los Angeles, Solid Waste Integrated Resources Plan - Waste Resources Engineer

- · Provided quality assurance of the Plan by conducting detailed reviews and updates
- Researched facilities in the area that were viable options for processing materials
- Assisted in the cost analysis for implementation of the programs

City of San Francisco, Household Hazardous Waste Study - Waste Resources Engineer

- Developed a detailed methodology to quantify hazardous waste generation
- · Conducted data sampling to validate the methodology against historical data
- · Compiled results in a detailed, easy to read report

City of Pasadena, Zero Waste Strategic Plan - Waste Resources Engineer

- Assisted in the development of a Zero Waste Plan to reach a 90% diversion by 2040
- · Conducted a comprehensive assessment of the City's current solid waste infrastructure
- Organized the City's waste generation data to clearly identify overall generation by sector
- Estimated diversion rates and greenhouse gas emissions to support program recommendations
- · Coordinated community stakeholder workshops to educate businesses and residents
- Provided support and data at City Council meetings

City of Santa Monica, Zero Waste Strategic Operations Plan - Waste Resources Engineer

- Assisted in the development of a Zero Waste Plan to reach a 95% diversion by 2030
- · Performed a thorough assessment of the City's solid waste policies, programs, and facilities
- Organized the City's waste generation data to clearly identify overall generation by sector
- · Developed a robust and easy to read model to calculate each program's waste diversion

City of San Gabriel Annual Report, Athens Services - Waste Resources Engineer

- Monitored records from the Disposal Reporting System for accuracy
- · Managed metrics from solid waste programs and policies to ensure compliance
- Prepared the City's Annual Report to CalRecycle each year
- Held meetings with haulers and representatives from CalRecycle on AB 341

COMMITTEES & ORGANIZATIONS

- Green Space Los Feliz; Organizer
- Women's Environmental Council; Board Member
- SWANA; Member (2012-2013)
- California Resource Recovery Association; Member (2010-2013)

SCS ENGINEERS















Proposal

Assessment of the Del Norte Solid Waste Management Authority

Presented to:

County of Del Norte



Solid Waste Management Authority 981 "H" Street, Suite 210 Crescent City, CA 95531 (707) 465-1100

Presented by:

SCS ENGINEERS

3843 Brickway Boulevard, Suite 208 Santa Rosa, CA 95403 (707) 546-9461

> December 2, 2013 File No. 010081213

> Offices Nationwide www.scsengineers.com

Assessment of the Del Norte Solid Waste Management Authority

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Solid Waste Management Authority
981 "H" Street, Suite 210
Crescent City, CA 95531
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SCS ENGINEERS

December 2, 2013 File No. 010081213

Mr. Jay Sarina, CAO County of Del Norte 981 "H" Street, Suite 210 Crescent City, CA 95531

Subject:

Proposal to Provide Professional Solid Waste Consulting Services

Dear Mr. Sarina:

The Del Norte Solid Waste Management Authority (Authority) has requested proposals for an assessment of the Authority. **SCS Engineers (SCS)** has 43 years of experience in offering such services to local government agencies. Along with our teaming partner, **MSW Consultants**, we are well qualified to assess the relative effectiveness of the Authority's operations, specifically with reference to regulatory compliance and financial efficiency. The proposal is based on the Authority's RFP, dated October 24, 2013, and our understanding of the project requirements and experience in providing similar services to municipal clients in California.

We believe there are numerous reasons why the SCS Team is the most qualified:

- Local Presence. SCS offices are located throughout California, which will enable accessibility to the Authority on short notice, if necessary. We have a keen understanding of the requirements of state regulations, as well as local solid waste management systems.
- Excellent Reputation and Unparalleled Experience. SCS is the No. 1 solid waste consulting firm in the United States, with experience in providing program planning and implementation services to California municipalities.
- Proven Project Management. Ms. Michelle Leonard, Vice President and Director of Sustainable Materials Management for SCS, will serve as Project Director for this project. Michelle is a recognized expert in solid waste management and planning, and presently serves on the Executive Committee of the Solid Waste Association of North America.
- Significant Staff Experience. Our project team is trained in all aspects of solid waste management systems, including regulatory compliance, financial analysis, and collection and disposal operations.

We appreciate the opportunity to present our proposal for your consideration, and look forward to working with you. If you have any questions or comments concerning this proposal, please do not hesitate to contact the undersigned.

Sincerely,

MP Land Michelle P. Leonard

Vice President/Project Director

SCS ENGINEERS

MPL/jml Enclosure

Offices Nationwide

Table of Contents

	K11-011	age
Bri	ef Overview of SCS Engineers	1
A.	Project Schedule	1
В.	Qualifications	1
	1. Experience	1
	2. Organization Chart, and Resumes of Personnel	8
	3. References	10
	4. Conflict of Interest Exclusion	10
C.	Approach	10
	Background	
	Task 1. Cash Controls and Procedures Task 2. Staffing	11 13 13 14 15
	List of Exhibits	
No . 1 2 3	SCS Solid Waste Management Consulting Services Chart of Organization Dimensions of Solid Waste Management	9
Α .	pendices Resumes Edition A DED Ductors Schoolule and Price Proposal Form	
3	Exhibit A - RFP Project Schedule and Price Proposal Form	

BRIEF OVERVIEW OF SCS ENGINEERS

SCS is one of the oldest and largest employee-owned solid waste consulting firms in the United States. Founded in 1970, SCS has grown to a staff of over 784 engineers, management consultants, economists, geologists, scientists, constructors, operators, and support staff in 65 offices located throughout 29 states. The Project Team of SCS and MSW Consultants provides unparalleled experience in providing solid waste management services that are required to undertake the review of the Del Norte Solid Waste Management Authority. Furthermore, our offices in California afford us a keen understanding of the solid waste management system in the State. This proposal describes the Project Team's qualifications and experience, and our proposed approach to completing the study.

A. PROJECT SCHEDULE

The project schedule is included as **Exhibit A**. As indicated in the project schedule, with an anticipated start date of December 11, 2013, we anticipate the **Draft Report** will be submitted by **February 14, 2014**. Assuming a 15-day turnaround for Authority review of the Draft Report, we anticipate the **Final Report** will be completed by **March 28, 2014**. The project schedule includes a project kick-off meeting and site visit, and monthly conference calls with Authority staff to discuss project progress and status.

B. QUALIFICATIONS

EXPERIENCE

SCS Engineers

The planning, design, permitting, construction, and operation of solid waste management facilities and systems are fundamental services provided by SCS. SCS is one of only a few firms in the country that specializes in solid waste management. SCS staff specialize in all aspects of solid waste planning and solid waste issues, including comprehensive solid waste management plans, feasibility studies, facility needs analyses, rate studies, and solid waste facility design and permitting. SCS has performed the full range of consulting services for solid waste programs, including contract procurement and negotiations, rate studies, and financial assurance cost estimates. Our financial consulting experts have assisted more than 100 clients in the development of solutions resulting in financial stability.

Over the last several years, solid waste agencies have been faced with new issues such as implementation of new regulations, increasing labor, energy, equipment, and insurance costs, lower solid waste tonnages, and uncertain recyclables markets. Layered onto these are continued calls from political decision-makers to do more with less and to evaluate whether or not private sector providers can provide solid waste services cheaper and with less governmental risk. The question oftentimes posed by local agencies is: Where do we begin? Without objective evaluations of their management decisions, financial position, and operational activities, agencies may end up with more questions than answers. SCS has the insight, resources, and experience to provide these communities with independent analysis for objective answers.

1

Exhibit 1 provides a brief overview of the type of management consulting services that SCS offers for solid waste agencies in the areas of:

- Strategic and Financial Advisory Services
- Organizational Assessments
- Financial and Economic Analysis

Strategic and Financial Advisory Services

SCS has provided strategic, business, and financial advisory services to local solid waste agencies for over 40 years. Our staff professionals have many years of experience in solid waste collection franchising and contracting, including detailed evaluation and audits of franchise or contract operations. Further, Dr. Marc Rogoff, a key member of our Project Team, has completed engineer's feasibility reports for over \$1.2 billion in revenue bonds, and loans for solid waste projects. Our Project Team members have also participated in numerous presentations before bond rating agencies and bond insurance firms to assist our client's in receiving the most favorable credit rating possible. We also have expertise in evaluating complaints with rate covenants to satisfy the requirements of Bond Resolutions and developing plans to ensure such compliance.

Organizational Assessments

SCS assists its clients in ensuring that their operations are cost effective, achieve waste reduction goals, and meet long-term community needs. For many clients, we have provided analysis and guidance in planning and designing the administrative structure for the effective management of solid waste systems. This includes organizational analysis and design, development of performance measures to gauge efficiency of programs and services, and evaluation of the administration of physical, financial, and human resources. We make certain new or modified planning strategies and objectives are appropriate, financially sound, and viable. We provide operation evaluations that accurately determine the effectiveness, efficiency, and safety of services provided by your operator. We identify causes of performance shortfalls; offer proven recommendations to reduce costs and improve productivity and services; and assist with monitoring program results. During these efforts, SCS has prepared organizational audits, designed management information systems, and assisted in organizational planning and evaluation and selection of personnel to fill key positions. We have identified the organizational strategy and then planned the structure of resources needed to implement effective system management to achieve the goals of the organization. Results include improved allocation of resources, expanded and reliable services, reduced customer complaints, lower costs, and setup of solid foundations for successful long-term operations and services.

Financial and Economic Analysis

SCS has performed the full range of consulting services for solid waste programs, including rate studies, financial assurance cost estimates, escrow account analysis, and tipping fee analysis. Our staff has the ability to offer an independent evaluation of solid waste rates and charges that will allow solid waste agencies to meet their financial obligations, capital funding needs for system expansion, renewal and replacements, and to set aside appropriate reserve fund balances.

Our financial consulting experts have assisted more than 100 clients in the development of solutions resulting in financial stability. We have crafted several innovative solutions to our client's problems. We have made formal and information presentations to county commissions, city councils, authority boards, and citizen's advisory boards to gain acceptance of proposed new or revised rate and financial recommendations.

Exhibit 1. SCS Solid Waste Management Consulting Services

2//////////////////////////////////////	ita waste management concerning control		
Strategic and Financial Advisory Services	 Business Advisory Services Independent Engineer's Opinions on Bond Issues Franchise Agreement Reviews Franchise Proposal Preparation Development of LOI/RFQ/RFP/Bid Documents 		
Financial and Economic Analysis	 Rate Analysis Cost of Service Studies Cost, Financial, and Economic Analysis Pay-As-You-Throw (PAYT) and alternative Rate Programs Performance Reviews Reasonableness of Franchise Rate Requests System Valuations Franchisee Reviews of Fees Remitted Review of Franchise Adjustment Requests Customer Billing and Service Reviews Financial Assurance/Responsibility Reports Solid Waste Assessment Rolls Pre-Application Due Diligence Reviews 		
Program Planning and Development	 Ordinance Review Program Planning Zero Waste Planning Development of Capital Improvement Plans (CIP) Development of Fleet Replacement Plans Evaluation of Public-Private Partnership Planning Development of Waste Diversion Programs Waste Collection Routing Analysis Deployment of RFID Programs Greenhouse Gas Inventory Studies Sustainability Plans 		
Organizational Assessments	Analysis of Organization Structure Review of Position Classifications Identification of Process Improvements Development of Transition Plans		
Other Consulting Services	 Facilitation of Public Meetings Public Opinion Surveys Contract Management Solutions Business Waste Audits Waste Characterization Programs Benchmarking Surveys of Service and Fees Regulatory Reporting 		

SOLID WASTE MANAGEMENT STUDIES Orange County Waste Management Department

Client:	OC Waste and Recycling 302 N. Flower Street Santa Ana, CA 92703	
Contact:	Ms. Christine Knapp Special Projects Manager (714) 834-4165 christine.knapp@ocwr.ocgov.com	
Dates:	2008 – 2010	

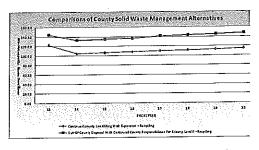
OC Waste and Recycling (OCWR) is the name of the county department that owns and operates the public landfill system in Orange County, California. OCWR operates three major landfills, oversees several waste collection contracts, and is responsible for AB 939 compliance.

Under this 3-year contract, SCS undertook a variety of studies for the County, including the Waste Generation/New Base Year Study, Recycling Fee Study, Diversion Facility Study, Hauler Audits, and other solid waste-related compliance activities. Projects completed by SCS include:

- Analysis of the existing waste diversion and disposal quantities in the County unincorporated area.
- Identification of opportunities to increase landfill diversion, including inventory of
 green waste composting and chipping and grinding facilities, inert (asphalt and
 concrete) diversion facilities, and other non-disposal facilities.
- Analysis of a potential fee structure for increasing diversion of recyclables from the landfills.
- Analysis of self-haul waste stream, including the facilities utilized by self-haulers for the disposal of construction, demolition, and other waste streams.

FEASIBILITY STUDY OF ALTERNATIVES EVALUATION Hardee County, Florida

Client: Hardee County, Florida 685 Airport Road Wauchula, FL 33873		
Contact:	Ms. Teresa Carver (863) 773-5089	
Dates:	1999 – 2011	



Hardee County (County) is a relatively small, rural county in south-central Florida. In the early 1990's, the County upgraded its solid waste system to comply with the Federal Subtitle D requirements and the State's Solid Waste Management Act. The cost of its solid waste management system has increased substantially; however, the quantity of solid waste managed by the County has decreased from nearly 22,000 tons per year in 1995 to approximately 17,000 tons per year in 1999.

Like many other small counties throughout Florida and elsewhere in the country, various private solid waste companies have challenged the ability of the County to operate its solid waste system in a cost-effective manner. In response to these challenges, the Hardee County Board of Commissioners (BOCC) tasked its Solid Waste Management Department with evaluating various alternatives for managing solid waste in the County and making recommendations regarding the most cost effective, long-term solid waste management approach.

The following alternatives were considered relative to the operation of its solid waste system:

- Expand its existing landfill and maintain County operations.
- Construct a transfer station, close the landfill, and ship solid waste out-of-county.
- Implement universal collection.
- Privatize operations.

A pro-forma revenue and cost model was developed by SCS to evaluate the alternatives. The model allowed the County to consider the long-term impacts on personnel costs, capital funding, operation, maintenance, revenues, and inflation. The County concluded the most cost effective alternative, given its significant infrastructure investment and other long-term obligations, would be to expand its current landfill and maintain the County's current operational structure.

OPERATIONS AND FINANCIAL SYSTEM ANALYSIS City of Dunedin, Florida

Client:	City of Dunedin 1070 Virginia Street Dunedin, FL 34897	
Contact: Mr. William Pickrum (727) 298-3215 x1322 WPickrum@DunedinFL.Net		
Dates:	2007 – 2008; 2013 – 2014	

The City currently provides residential and commercial waste collection services for approximately 12,900 and 500 customers, respectively. Residential curbside collection of municipal solid waste is provided using automated and semi-automated collection trucks and individual 96 gallon wheeled containers. The report details analysis, findings and recommendations concerning operations and refuse collection rates by the City of Dunedin. A rate model was developed, which enabled our team to make projections of financial performance of refuse collection for the upcoming planning period (2005-2015) and model various user rate structures to help plan for future solid waste fleet replacements. The study included an operations assessment of the pilot recycling program, cost saving opportunities, and revenue enhancement opportunities.

At the outset of the work effort, SCS developed a Microsoft Excel[™] spreadsheet-based, rate model to assist in the evaluation of several feasible residential rate structures. The model includes the following facets:

• An analysis of operational funds (personnel, services and supplies, landfill disposal charges, internal service charges).

- Analysis of fleet replacement and financing program (vehicle replacement by year).
- Funds analysis (reserve requirements, transfers to general fund, beginning and ending fund balances).
- Revenue sufficiency analysis (annual revenue projections and rate plan to provide sufficient revenues).

Recognition and Awards

As a result of the efforts on this project, SCS was awarded **Solid Waste Consultant of the Year, 2006** by the Florida West Coast Branch of the American Public Works Association. Further, an article on the project was co-published, "Developing a Road Map of Your Cost of Solid Waste Services" in the March issue of *Public Works*.

SOLID WASTE OPERATIONAL ASSESSMENT BENCHMARKING STUDY Island County, Washington

Client:	Island County, WA	
Contact:	Mr. David Bonvolour, Retired (360) 679-7340	
Dates:	2007	

The goal of this study was to develop data and information that would ensure that the County is providing efficient management of solid waste programs, services, and infrastructure. During the course of the study, SCS explored possible opportunities for improvements, costs savings, and revenue enhancements.

SCS completed the following analysis and provided recommendations in these areas:

- Operational assessment of current drop-off stations.
- Assessment of transfer stations operations.
- Evaluate additional recycling opportunities.
- Evaluate new capital investment.
- Expansion of curbside collection programs.
- Conduct benchmarking survey.
- Financial analysis of county program.

MSW Consultants

MSW Consultants provides solid waste consulting services exclusively to government agencies in the areas of finance, economics, and public policy. The firm's mission is to work with municipal managers to maximize the value of the solid waste services that are delivered to their ratepayers. MSW Consultants was founded in 2000 by David L. Davis, CMA. In his 25 years in the solid waste industry, Mr. Davis has provided a broad range of solid waste consulting service to over 50 local jurisdictions in the areas of rate setting, service procurement, regulatory compliance, waste diversion, facility feasibility analysis, operational assessment, and rates studies for solid waste collection, processing and disposal service. MSW Consultants specializes in contract negotiation and procurement assistance, reviews of hauler's requests for rate increases (e.g., fuel cost increase requests), feasibility studies for capital projects, franchise fee audits, waste generation studies, implementation of waste diversion programs, and route audits and collection efficiency studies.

MSW Project Experience and References

ANALYSIS OF WITHDRAWAL FROM LANDFILL JPA County of Monterey, California

Client:	County of Monterey 1270 Natividad Road Salinas, CA 93906
Contact:	Mr. John Ramirez Environmental Health Director (831) 755-4539 ramirezil@co.monterey.ca.us Ms. Teresa Rios Management Analyst III (831) 755-8979 RiosT@co.monterey.ca.us
Dates:	2011 – 2012

In 2011, MSW performed a feasibility study of whether the County should withdraw from the Salinas Valley Solid Waste Authority. We performed an analysis of the County's landfill disposal system. In Monterey County, the landfills are owned by two separate special landfill districts, which serve separate areas of the County. The Marina landfill, which serves the coastal areas, is owned and operated by the Monterey Regional Waste Management District (MRWMD). The Johnson Canyon Landfill, which serves the inland areas, is owned by the Salinas Valley Solid Waste Authority (SVSWA). We analyzed the economic and policy impacts if the County were to withdraw from the SVSWA. Our work consisted of measuring the economic impact on the Waste Management, Inc. of re-directing its routes from the Johnson Canyon Landfill, to the Marina Landfill. We also analyzed the policy impacts of such a move on the County, the City of Salinas, and the SVSWA.

AUDIT OF BUSINESS LICENSE TAX ON LANDFILL GROSS RECEIPTS County of Los Angeles — Treasurer and Tax Collectors Office

Client:	County of Los Angeles 500 W. Temple Street, Room 437 Los Angeles, CA 90012
Contact:	Mr. Joe Kelly Chief Deputy — Treasurer and Tax Collector (213) 974-2184 jkelly@ttc.lacounty.gov
Dates:	2010
Client:	County of Los Angeles 500 W. Temple Street, Room 462 Los Angeles, CA 90012
Contact:	Ms. Damia Johnson, Assistant Operations Chief (213) 974-7371 djohnson@ttc.lacounty.gov
Dates:	2010

In 2010, under subcontract to Intelligent Directions Consulting, Inc., MSW served as technical advisors on an engagement to audit the gross receipts of the five largest landfills in Los Angeles County. All landfills in Los Angeles County are required to pay a 10 percent Business License Tax based on their gross receipts. This was the first time in the County's history that this tax had been audited. Our role in this project was to develop the procedures used to audit the gross receipts of these landfills. Our work included reviewing key documents that governed the tax calculation method, evaluating internal controls, developing workpaper templates, reviewing tonnage and revenue data, and reviewing draft audit reports. The engagement resulted in the identification of over \$2.5 million in unpaid business license fees, penalties, and interest.

2. ORGANIZATION CHART, AND RESUMES OF PERSONNEL

Project Team Organization and Key Personnel Location

In order to provide the Del Norte Solid Waste Management Authority with the expertise required in all subject areas for the project, SCS has assembled a diverse team of solid waste planning and engineering staff. **Exhibit 2** on the following page presents the organization chart for the project.

Michelle P. Leonard will serve as Project Director, and will be responsible for the overall management of the contract and interface with the Authority Board and staff. She will be supported by a group of senior solid waste planners and engineers. Ms. Leonard has nearly 30 years of experience in solid waste management, and has worked extensively with municipalities, authorities, and political bodies throughout her career. She is a vice president with SCS and oversees its sustainable materials management practice. She is presently the International Treasurer for the Solid Waste Association of North America (SWANA), and serves on the Board of the Southern California SWANA Chapter as well. We believe her involvement in the project will provide substantial benefit to the Authority.

Ms. Leonard has extensive experience in managing solid waste management planning projects. Our project management philosophy emphasizes adhering to three key objectives: quality, schedule, and budget. Our team management approach provides clear lines of responsibility, designating authority to assigned personnel in order to move quickly in response to client and agency schedules. We have strong management systems in place that allow us to effectively manage and implement requirements of project directives of varying size and complexity.

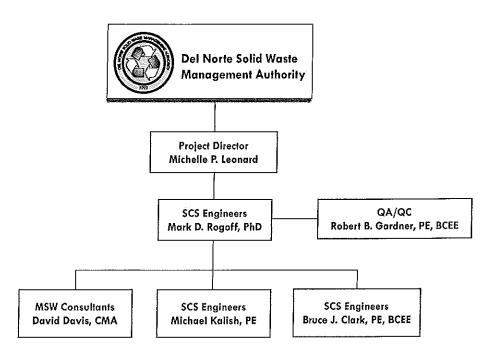


Exhibit 2. Chart of Organization

Marc J. Rogoff, PhD. Dr. Rogoff has been focused on the solid waste management field for more than 30 years. He has managed economic analyses for every major type of solid waste activity and facility, including collection systems, fleet management, transfer stations, material recovery facilities (MRFs) rail haul systems, sanitary landfills, WTE Plants, and alternative waste conversion facilities. He specializes in solid waste management economic pro-formas and has completed more than 100 pro-forma assignments for private and municipal waste management entities. Dr. Rogoff also has authored several books and technical publications on solid waste management and recycling, including APWA's, "Rate Setting and Financing Guide" and 'Solid Waste Recycling and Processing", published by Elsevier in 2013.

Bruce J. Clark, PE, BCEE. Mr. Clark has over 26 years of highly successful project experience on solid waste planning, design and construction projects. He has managed master planning studies, siting studies, acquisitions, engineering, permitting, and construction management activities at dozens of solid waste facilities for municipal governments, the military, and industry, including landfills, transfer station, material recovery facilities, and support facilities. In addition to Mr. Clark's professional experience, he is an industry faculty partner at the University of Florida's TREEO Center where he has been developing and teaching professional solid waste certification courses for more than 12 years.

Michael Kalish, PE, Senior Engineer, Transfer Stations. Since joining SCS in 2001, Mr. Kalish has served as a key design engineer and Project Manager for the firm's transfer station projects. In this role, he leads the design teams, prepares designs and contract specifications, and manages related project aspects. In addition, he has developed an expertise on engineering projects involving landfill gas (LFG) and ambient air sampling, modeling and reporting, LFG system design, LFG emissions air permitting, gas to energy feasibility studies, and landfill closure design.

David Davis, CMA (MSW Consultants). Mr. Davis is a cost accountant and an expert in solid waste macro- and micro-economics. He has held executive management positions in both local government, and in the private sector. In his 25 years in the solid waste industry, he has served as the chief financial officer for hauling and landfill divisions of a national waste management company, and provided solid waste consulting service to over 50 local government agencies. Mr. Davis has advised local governments in the areas of rate setting, service procurement, regulatory compliance, waste diversion, capital project feasibility, and operational assessment. He is an active contributor in the solid waste industry, and has served on the Board of Directors of the Southern California Waste Management Forum (SCWMF) since 1999. He graduated from Cal State Fullerton with a BA in Finance, and is a Certified Management Accountant. He is the principal of MSW Consultants and is located in Temecula, CA.

Robert B. Gardner, PE, BCEE, has over 27 years of experience in solid waste management, and has worked extensively with municipalities, authorities, and political bodies throughout his career. He is a senior vice president with SCS and oversees its solid waste management practice. He has extensive experience in managing solid waste management planning projects, and has participated in or directed solid waste facility design and study projects for numerous municipalities and private companies in Alabama, California, Florida, Georgia, Illinois, Louisiana, Maine, Maryland, Mississippi, New York, New Jersey, Pennsylvania, Puerto Rico, Virginia, Maryland, New York, New Jersey, Maine, Pennsylvania, and Washington. Projects typically have involved facility siting, site investigations, environmental studies, permitting, design, and construction services. Facilities have included landfills, LFG control facilities, material recovery facilities (MRFs), transfer stations, wastewater treatment plants, and support facilities (e.g., roadways, buildings, stormwater, utilities). Other projects have included waste composition studies, rate studies, compliance audits, site assessments, and preparation of various procurement documents.

3. REFERENCES

References for SCS Engineers and MSW Consultants are included in Section B1 above, including a brief description of the work completed, start and end-dates of those projects, and contact names, phone numbers, and email addresses.

4. CONFLICT OF INTEREST EXCLUSION

SCS Engineers and its subcontractor MSW Consultants have no current or former service or employment affiliations with the Authority, Authority contractors, employees, or Commissioners since the year 2000.

C. APPROACH

BACKGROUND

The Del Norte Solid Waste Management Authority (Authority) was formed September 21, 1992, and is a Joint Powers Authority between the County of Del Norte and the City of Crescent City. The purpose of the Authority is to administer the siting, development, construction and

operations of solid waste facilities for the collection, reduction, recycling, composting, and disposal of discards generated within the City's and County's territorial boundaries. Under the terms of the Joint Powers Agreement, either the County or the City may withdraw and thereby dissolve the Authority. The County and City then would each reassume their respective responsibilities for waste management matters.

The DNSWMA is administered by a governing board of five (5) voting member composed of two elected member of the legislative body of the City of Crescent City; two elected members of the Board of Supervisors of the County of Del Norte; and a fifth member chosen by the four appointed members, whose appointment shall require approval from the City Council and the Board of Supervisors on an annual basis. At the option of the four appointed members, they may select an alternate for the fifth member.

At this time, the Authority is requesting assistance to assess the current operations and to make recommendations to improve the efficiency and effectiveness of the planning, programs, and services administered and/or provided by the Authority. The following scope of work details the SCS Project Team approach to conduct this assessment.

SCOPE

Task 1. Cash Controls and Procedures

The primary goal of the Authority's credit, collection, and accounts payable procedures are to efficiently safeguard the Authority's resources. There are two primary goals of cash control procedures: (1) to protect the Authority's cash assets, and (2) to protect the integrity of the Authority's employees who handle cash. If proper cash handling procedures are implemented and followed, both of these goals can be accomplished.

We will evaluate the Authority's cash controls and other procedures by performing the following steps:

- Obtain and review the Authority's existing written procedures.
- Interview staff members (e.g., transfer station gatehouse employees, accounts payable staff, etc.) to confirm our understanding of the Authority's current procedures.
- Based on our experience and expertise, we will identify areas in which Authority's current cash handling procedures can be strengthened, and make recommendations for improvement. These recommendations may address the following areas:
 - Employee training and supervision.
 - Separation of duties.
 - Controls for pre-printed numbered weight tickets.
 - Chain of custody procedures.

- Videotaping of scale house transactions.
- Surprise audits and daily reconciliations.
- Technological solutions (systems that automatically initiate a transaction when the scale is activated, etc.).
- We will also identify areas in which Authority's current credit and collection procedures can be strengthened, and make recommendations for improvement. These recommendations may address the following areas:
 - Trade accounts.
 - Security deposits.
 - Letters of credit.
 - Performance bonds.
 - Mechanics liens.
 - Check acceptance policy (or a policy of NOT accepting checks at the gate).
 - Debit and credit card acceptance.
- We will also identify areas in which Authority's current account payable procedures can be strengthened, and make recommendations for improvement. These recommendations may address the following areas:
 - Purchasing approval authority.
 - Purchase orders.
 - Receiving procedures (use of packing slips, etc.).
 - Invoice processing.
 - Payment terms.
- We will include our recommendations in our report.

Task 2. Staffing

The Authority's staffing levels must be in alignment with its mission and scope of responsibility. To evaluate the Authority's staffing patterns and needs, we will:

- Review background documents and interview Authority staff to gain a full understanding of the agency's mission and scope of responsibility.
- Gather and organize information about staffing levels from other public solid waste agencies with similar scopes of responsibility. We will gather this information from the public solid waste agencies with which we are familiar throughout California, and across the nation.
- Prepare a table that compares the number and type of staff employed by other agencies with similar scopes of responsibility.

- Make recommendations about the Authority's staffing levels based on our comparison to other agencies and industry experience. Our recommendations will also address the following issues:
 - What staffing levels are mandated by the Authority's mission?
 - Does the Authority have the appropriate staff based on its mission and scope of responsibility?
 - Are the staff workloads appropriate?
 - Are duplicate staffing levels appropriate and/or necessary?
- We will include our recommendations in our report.

Task 3. Day-to-Day Operations

The Authority's existing operations includes a variety of activities, such as contract administration for solid waste collection and disposal, transfer stations in the Gasquet and Klamath communities, and post-closure maintenance, monitoring and reporting related to the Crescent City Landfill. The Authority is also responsible for implementing solid waste, used oil and household hazardous waste programs as the Regional Agency under AB 939. For this task, the Authority is interested in opportunities to increase efficiencies related to regulatory compliance, contract compliance, and transfer station operations.

The Project Team will undertake the following:

- Inventory existing regulatory requirements and compliance documents and reports, and evaluate status of compliance.
- Review existing contracts with franchisees and other contractors and compliance tracking and monitoring, and evaluate status of compliance.
- Prepare a report that includes a compilation of existing regulatory and contract requirements, status of compliance, and recommendations for improvement.
- Recommendations for improvements at the Transfer Station will be addressed in Task 5.

Task 4. Director Position

Presently, the Authority has an interim Director who is managing the day-to-day operations and responsibilities of the Authority. This was brought about by the retirement of the Authority's previous long-time Director. The Authority now has the opportunity to evaluate the Director's position, and to make decisions regarding the appointment of a new Director. For this task, the Project Team will undertake the following:

- Evaluation of the existing responsibilities of the Director.
- Compile information on Director positions at similar type agencies, including roles and responsibilities, job descriptions, and compensation.

- Suggest alternatives to existing Director position, including part-time or shared position or contract employee.
- Based on our assessment, prepare a job description for the Director position, and recommend a competitive range of salary and benefits.
- Develop an outline for leadership transitions.

Task 5. Small-Volume Transfer Stations

The Authority is interested in assessing the status of their small-container transfer stations and the options and ramifications for making improvements and other changes in the systems. This is not an uncommon problem in other regions. SCS proposes to assist the Authority using the following step-wise approach:

Background Review

SCS will meet with Authority and County representatives, including, if possible, those responsible for managing the sites. The purpose would be for SCS be able to better understand the following:

- How the sites are set up.
- Service areas.
- Site features and capacity.
- Review of any operating records and permits.
- Environmental setting.
- Operational aspects; access, manpower, heavy equipment.
- Problems that have been documented.
- Issues of road-side dumping, if an issue.
- Site operation and maintenance costs.
- Private collection and disposal site operators in the area, tip fees, etc.
- Authority landfill resources, status, and future plans.

Visits to Stations

SCS and the Authority would then visit the sites so SCS can make an inspection. This will allow SCS to see, or at least better understand many of the issues and short-comings first-hand. SCS will then be able to conceive potential options and feasibility of short-term and low-cost in-house improvements. Then, as warranted, SCS will work with the Authority on the need for longer term solutions for one or both sites.

Based on the results of our background meeting, information reviews with the Authority, and findings from the site visits, we will seek to answer the following questions:

- What, if any, problems or shortcomings exist in the Authority's Klamath and Gasquet sites?
- Which of any above identified problems or shortcomings can be resolved without significant additional cost to the Authority?

- What are problems that may require significant costs to mitigate?
- What are the liability and disposal concerns, if any, if one or both of these sites are closed?

Privatization Assessment

SCS will make an assessment to determine if it is feasible for either the Gasquet or the Klamath small-volume transfer station to be owned and operated by a private company. SCS will assess the following aspects and issues for this, including:

- The general capability, resources, and potential interest of private operators.
- Regulatory aspects of changing owner/operators of sites.
- Re-assignment of operating staff, as warranted.
- Potential annual cost savings to Authority if stations are sold.
- Potential customer inconvenience.
- Potential cost to the consumer in relationship to the current costs.

Task 6. Organizational Structure

SCS will develop, screen, and analyze alternative institutional models for regional solid waste management, including public, private or combination systems. We anticipate this task will include the following major work efforts:

- Develop a preliminary list of alternative institutional and operational alternatives for the delivery of key solid waste services.
- Interview Board Members and staff of the Authority to receive input on their ideas about potential alternatives for long-term management of the of the members' waste.
- Compare the administrative and operational structure and functions of the Authority to other similar organizations (including recommendations for improvement).
- Identify a list of up to 5 candidate jurisdictions that have multi-entity participants that seem to function efficiently and that might have features that would be of interest to the Authority. Some organizations that may be candidates for interviewing include the following:
 - Napa Vallejo Waste Management District, CA
 - Sanitation Districts of Los Angeles County, CA
 - Sonoma County Waste Management Agency
 - Salinas Valley Solid Waste Authority
- Compile information collected above for analysis of the institutional, administrative, operational, and privatization aspects of the alternatives. The results of the analysis will include options for changes to the existing institutional structure and the associated advantages and disadvantages of each alternative structure.

Recommendations for changes to the existing structure that might improve efficiency, service delivery, or system economics will be identified.

- Develop and analyze the alternatives. The results of the interviews, the prior tasks, and the other studies in the SCS Team's in-house files about the institutional aspects of solid waste management will be used to analyze the alternatives. These alternatives will need to consider multiple elements or dimensions, as outlined in Exhibit 3. The analysis will be mainly qualitative at this stage, using screening criteria to reduce the long list of alternatives to a short list of two to three alternatives for more detailed evaluation. The results of the analysis will include options for changes to the existing institutional structure, and recommendations for changes that might improve efficiency, service delivery, or system economics will be identified.
- Include findings and recommendations in our report to the Authority.

Institutional	Infrastructure	Materials	Generators
Legal/Ownership	Collection	Recyclables	Single-family HH
Administration/ Enforcement	Transfer and Processing	Organics	Multi-family HH
Operations	Landfill	Residual Wastes	Commercial/Industrial/ Institutional
Financing		Other (i.e., Used Oil, HHW)	C&D

Exhibit 3. Dimensions of Solid Waste Management

Task 7. Potential Alternatives to JPA

The Authority currently exists to serve the mutual best interests of the residents and business in Del Norte County, including those within the boundaries of Crescent City. The goal of this task is to evaluate whether there is another arrangement that would more efficiently accomplish the same objective. To perform this evaluation, we will perform the following tasks. We will:

- Identify a Base Scenario that outlines: (1) the economic costs and benefits, and (2) the policy advantages and disadvantages, of the current JPA arrangement.
- Based on our discussions with City and County staff, and our experience with other public solid waste agencies, we will analyze two alternate management scenarios.
 These scenarios will be:
 - Dissolving the JPA and transferring all its functions to a County department.
 - Dissolving the JPA and transferring all its functions to a City department.

- For each of the scenarios, we will: (1) measure economic costs and benefits, and (2) identify the policy advantages and disadvantages. We will also address the following issues:
 - What would be the best alternative for service delivery and solid waste management?
 - How would the members be assured that the mandated functions would be accomplished by this alternative?
 - Would the needed staffing and expertise be available to carry out the mandates that were previously the responsibility of the JPA?
 - Who would be responsible for policy development, regulatory compliance and reporting, rate setting and enforcement?
 - Who would be responsible for the cash management and accounting requirements and procedures?
 - Would the City and the County be responsible for separate rate-setting and enforcement?
 - Where would the current Director's functions be carried out?
- We will compare each of the alternate scenarios with the Base Scenario according to the economic and policy benefits, and the issues described above.
- We will prepare a table summarizing this comparison, and prepare a written analysis of our findings and recommendations.

Task 8. Project Reports and Project Management

The purpose of this task is to provide overall management and administration of the project. Under this task, the following will be provided:

- Invoice preparation.
- Preparation of monthly progress reports.
- Other contract administrative tasks.

Deliverables:

Draft Report

The results of Tasks 1 through 7 will be combined into a Draft Report for submittal to the Authority within 45 days of the receipt of the notice to proceed. The report text will be supplemented as appropriate with graphics, tables, spreadsheets, and other exhibits. The Draft Report will be submitted in electronic format, to facilitate review and editing by the Authority.

Presentation

The Project Team will prepare and deliver a presentation to the Authority Board and staff on the draft report results and recommendations.

Final Report

The Final Report will incorporate the edits and comments received from the Authority. The Final Report will be submitted within 15 days of receipt of comments on the Draft Report. The Final Report will be submitted in electronic and hard copy.

Appendix A

Resumes

MICHELLE P. LEONARD

Education

BS - Environmental Studies (with honors), University of California, Berkeley, 1980

Affiliations

Solid Waste Association of North America (SWANA), International Board Treasurer; Recycling and Special Waste Technical Division Past Director; Southern California Founding Chapter, Board of Directors (2009 to Present)

Past Director, Southern California Waste Management Forum Past President, Women's Environmental Council

Professional Experience

Ms. Leonard has nearly 30 years of experience in environmental consulting and project management, with emphasis in solid waste management planning and facilities. She has assisted public and private sector clients in the preparation of solid waste management plans; designed and implemented waste reduction, recycling, and reuse programs; and evaluated existing programs to identify opportunities to reduce, reuse, and recycle solid waste. She has prepared plans and permits for transfer stations, material recovery facilities, and drop-off and buy-back centers. Ms. Leonard has a strong working knowledge of solid waste management regulations and practices, and has presented numerous successful projects to city, county, and state regulators.

City of Anaheim Disposal Agreement Rate Model Analysis, Orange County, CA. Project Director. Performed an analysis of the landfill rate model prepared by Orange County, CA. The 34 cities of Orange County have a disposal agreement with the County to dispose of all city waste at the three County-owned landfills for a set tipping fee. The existing 10-year agreement expires in 2009, and the County has proposed a new tipping fee, based on a financial model. Identified and advised the Waste Management Committee of the Orange County City Managers Organization about any facts or issues that may enable the cities to constructively negotiate contract terms or a contract rate that is more favorable to the cities. Assisted the cities in analyzing the relative merits of the alternative fee structures (i.e., flat fee vs. adjusted annually based on inflation), and assisted the cities in designing a policy and methodology for the County to declare a dividend (or rate reduction) in the event actual expenses are less than projected or if actual tonnage quantities are greater than expected.

City of Irvine, Solid Waste Services, Irvine, CA. Project Director. This project originated in 2004 to include conducting waste audits and providing information to businesses on recycling and waste reduction. The project was later expanded to include preparation and negotiations for a semi-exclusive solid waste franchise agreement, outreach and education to schools and other city facilities, zero waste program for restaurants, preparation of a construction and demolition debris ordinance, and recycling programs for special events and public venues.

Resume 1 of 3

City of Santa Maria, Collection and Disposal Rate Study, Santa Maria, CA. Project Director. Worked with the city to review the existing collection and disposal rates charged to residents, businesses and industrial customers. A thorough analysis of existing rate structure has been completed, based on the city's budget, operations, and financial reports. A financial model was developed that can be utilized to estimate the appropriate rate structure for all aspects of the City's solid waste system, and to estimate the costs and revenues associated with specific system programs.

City of Redondo Beach Solid Waste Franchise Agreement Audit, Redondo Beach, CA. Project Director. Performed an independent audit of the Solid Waste Handling Services Agreement between the City of Redondo Beach and Consolidated Disposal Service. The project included reviewing background information relative to the operation of the City's solid waste system, issuing a request to Consolidated for pertinent financial and operational data and documents, verifying the supporting documentation and recalculating the AB 939, administration, and HHW fees. Also sampled commercial bin service accounts for testing and performed selected site inspections to document service levels and contacted the largest multi-family accounts by telephone and/or performed selected site inspections to identify any differences with the hauler's customer database. Prepared a report that documented the findings and recommendations.

City of Pasadena Residential Collection Rate Study, Pasadena, CA. Project Director. The City of Pasadena currently provides solid waste and recycling collection service to approximately 27,000 residential units (single-family residences and multi-family units) within the City's incorporated limits. A rate model was developed that enabled projections of financial performance of residential refuse collection for the upcoming 10-year planning period (2006 to 2015), and model various user rate structures to help eliminate the Refuse Fund's existing negative cash balance. Based on data and information provided by City staff, these individual spreadsheets were linked to develop an overall rate model to evaluate the impact of critical City cost and program revenues areas on different potential rate options.

City of Rancho Palos Verdes AB 939 Programs, Rancho Palos Verdes, CA. Project Director. Provides annual solid waste management services. Work includes a series of projects intended to increase the City's diversion, including expansion of the City's multi-family recycling program. As part of this project, conducted workshops at a number of homeowner association groups to introduce the new program, and to help managers implement the recycling methods. Also conducted a workshop for haulers and contractors on the City's Construction and Demolition debris recycling program, and participated in a variety of other public education and outreach programs.

Zero Waste Strategic Operations Plan, City of Santa Monica, CA. Project Manager responsible for preparing a strategic operations plan for the City that evaluates the current conditions, and will recommend policies, programs and infrastructure to reach the City's goal of zero waste by 2030. The project includes the preparation of a zero waste ordinance, guiding principles, waste characterization and generation projections, and the review and recommendation of options. The plan will also evaluate the impacts on the City's rate structure, and mechanisms to finance the program.

Resume 2 of 3

City of Lakewood, CA, Solid Waste Generation Study and AB 939 Support Services. Project Director responsible for City of Lakewood Environmental Programs. In 2000, SCS was selected to prepare a conducting a solid waste generation study in support of a new base year modification and compliance order, and provide AB 939 support services. Based on the success of that project, SCS has provided ongoing AB 939 support services to the City, including disposal reporting system review and analysis, commercial waste audits, public education and outreach, Used Oil Grant administration, Annual Report preparation, and design and implementation of special recycling events.

3 of 3

MARC J. ROGOFF, PhD

Education

MBA - University of Tampa, Finance, 1986

PhD - Michigan State University, Resource Development, 1979

MS - Cornell University, Soil Science, 1975

BS - Cornell University, Environmental Science, 1973

Professional Licenses

Certified Environmental Professional, CEP No. 322 Qualified Environmental Professional, QEP, No. 4970062

Professional Affiliations

American Public Works Association (APWA)
International Solid Waste Association (ISWA)
Recycle Florida Today (RFT)
Solid Waste Association of North America (SWANA)

Professional Experience

Dr. Rogoff is an expert in the development and evaluation of solid waste collection franchises, including an evaluation of user fees, development of levels of services, and contract development. He has "hands-on" experiences as a Solid Waste Director in developing the first solid waste franchises for a major metropolitan area in Florida. His 30+ years of private consulting experience includes helping communities and agencies in five states with evaluation of existing franchises, development of new franchise zones, and assisting in the development of RFIs, RFPs and tenders dealing with franchise issues. He has helped in negotiation of new franchise agreements and service terms.

He is also well versed in solid waste management and micro-economics. Dr. Rogoff has held executive management positions in both local government and in the private sector. His efforts have included the development of detailed spreadsheet rate models establishing the financial feasibility of each project, long-term economic forecasts, and projected rate impact upon project users and customers. During the course of his governmental and consulting career, Dr. Rogoff has directed or conducted more than two dozen solid waste, franchise collection/ rate analyses/cost of service studies as well as engineer's feasibility reports resulting in \$1.2 billion in solid waste financings. Some of his most recent financial analysis projects include the following:

Island County, WA. Operational Assessment and Benchmarking Study. Project Manager of an assessment of County's solid waste collection and transfer system. Study involved benchmarking of staffing and financial areas (operations costs, required reserves) with similar facilities nationally. Review of private hauler proposals for curbside collection of refuse and recyclables. Conducted extensive survey of collection and disposal rates in Washington.

Resume 1 of 3

Hillsborough County, FL, Development of Franchise Collection Zones and Assessment System. Responsible for development of new franchise zones, drafting of RFP for privatized collection system, and negotiation of terms of levels of services.

Yuba County, CA, Third Party Review of Materials Recovery Facility Feasibility Report. Task Manager for program to review consulting engineer's report which compared public and private operation/ownership of a materials recovery facility. Our analysis provided a third party review of potential gaps in the assessment.

Marion County, FL, Review of Commercial Solid Waste Collection Franchise Program. Project Manager for program to review commercial solid waste franchises, including analysis of hauler payments of gross fees paid to the County, and recommendations for improvements to the program.

Escambia County, FL, Review of Commercial Solid Waste Collection Franchise Program.Project Manager for program to review commercial solid waste franchises, including analysis of hauler payments of gross fees paid to the County, and recommendations for improvements to the program.

City of Lakeland Collection Study, FL. Project Manager for a comprehensive evaluation of the City's solid waste collection system. Helped develop a Pro Forma Model to analyze customer fee impacts with the proposed transition to automated collection and single-stream recycling and away from alley collection. As part of this study, helped review current roll-off franchise agreement and developed new RFP for services.

City of Redondo Beach, CA, Review of Residential and Commercial Solid Waste Collection Franchise Program. Project Manager for program to review commercial solid waste franchises, including analysis of hauler payments of gross fees paid to the County, and recommendations for improvements to the program.

Town of Chapel Hill, NC, Town of Chapel Hill, Comprehensive Review of Solid Waste Collections, Transportation, and Disposal Options. Task Manager for development of the Pro Forma Financial Model to evaluate various solid waste scenarios for the Town, which were evaluated as a part of planning efforts in anticipation of the closure of regional solid waste disposal facility, Orange Co. Landfill, in June 2013. A major task of the project was developing a detailed pro forma cost and revenue model for the entire solid waste system and projecting system costs and revenues for various alternative system configurations.

Charlotte County, FL, Tipping Fee and Assessment Study. Project Manager for conducting a detailed cost of service study for the county's solid waste system, including an evaluation of the CIP, labor, O&M, and energy costs for a five year planning period. Developed a cost allocation model for municipal, commercial and unincorporated customers for use of system assets. A Pro Forma Model was constructed to project various kinds of "what if" analysis for county decision makers. Prepared a detailed review of current Waste Management franchise agreement.

City of Springfield, MA, Solid Waste Collection Master Plan. Task Manager for assessment of long-term solid waste collection and disposal system improvements. Crafted a detailed rate model to assist the clients in analyzing the impacts of various plan alternatives on customer rates.

The model incorporated the potential application of PAYT or variable rate options for use in their automated collection program.

Escambia County, FL, Solid Waste Rate Study and Landfill Valuation Study. Project Manager for performing a solid waste rate and cost of service study for the County's solid waste system. This study required a detailed evaluation of the long-term revenue requirements of the system, including an analysis of the CIP, changes in State law, economic conditions, and solid waste flow. As an outgrowth of the rate study, conducted an economic valuation study calculating the income stream of the facility as well as the replacement value of fixed assets (land, buildings, and facilities).

Hampton Roads Planning District Commission, VA, Development of a Solid Waste Management System for 2010 and Beyond (Update of the 2018 and Beyond Initial Study). Task Manager for the development of pro forma models to evaluate alternatives, facilitation with the Chief Administrative Officers from each City and County involved in the process, and preparation of final recommendations and report. The pro forma modeling task including detailed cost and revenue projections for the entire solid waste system. The system costs included capital and operating expenses for the solid waste system, including equipment purchases for the transfer station, transfer fleet, and landfill, new cell and closure construction, transfer station upgrades, and operating expenses for the landfill, transfer station, and transfer fleet. Year by year system tip fees, debt service, depreciation and amortization expenses, accruals, and other expenses were estimated.

City of Pensacola, FL, Solid Waste Services Analysis and Rate Study. Project Manager to evaluate the City's solid waste operations and make recommendations on cost savings and revenue enhancements. A Pro Forma rate model was developed to provide the City Commission with a "menu" of choices of billing alternatives and changes in the City's ordinances on fuel and inflation adjustments.

ROBERT B. GARDNER, PE, BCEE

Education

ME – Civil Engineering (Environmental), University of Virginia, 1980 BS – Civil Engineering, University of Virginia, 1979

Professional Licenses

Professional Engineer – Alabama, Arkansas, Florida, Georgia, Louisiana, Maine, Mississippi, New Jersey, New York, South Carolina, South Dakota, Virginia, Washington, Puerto Rico

Specialty Certifications

Board Certified Environmental Engineer (BCEE), Solid Waste Management

Professional Affiliations

American Academy of Environmental Engineers American Society of Civil Engineers Solid Waste Association of North America National Society of Professional Engineers National Solid Waste Management Association

Professional Experience

As a Senior Vice President, Mr. Gardner is responsible for overseeing SCS's nationwide solid waste management practice, which includes landfill engineering, landfill gas management, solid waste studies, landfill environmental systems, operation and maintenance, and construction. Mr. Gardner works closely with SCS's national and regional clients. Since joining SCS in 1980, he has completed solid waste, hazardous waste, environmental assessment, facility design, compliance audit, and other environmental study projects.

He has participated in or directed solid waste facility design and study projects for numerous municipalities and private companies throughout the United States. Projects typically have involved facility siting, site investigations, environmental studies, permitting, design, and construction services. Facilities have included landfills, landfill gas control facilities, material recovery facilities, transfer stations, wastewater treatment plants, and support facilities (e.g., roadways, buildings, stormwater, utilities). Other projects have included waste composition studies, rate studies, compliance audits, site assessments, and preparation of various procurement documents.

He has participated in or directed numerous environmental site assessments, contamination assessments, remedial action plans, and remedial construction projects throughout the United States. Project sites have included fuel storage facilities, vehicle maintenance facilities, truck stops, chemical processing plants, active and closed landfill sites, abandoned chemical disposal sites, and superfund sites. Chemical contamination encountered in both soil and groundwater

Resume 1 of 1 3

media has included petroleum, heavy metals, dioxin, pesticides, heavy metals, PCBs, and solvents. Notable projects that Mr. Gardner has been involved in are described below.

Solid Waste Studies

Assessment Program. Project Director responsible for development of a solid waste special assessment program for the Broward Solid Waste Disposal District, including evaluation of alternative special assessment strategies and programs used by other counties and municipalities throughout Florida and elsewhere, field testing to develop generation estimates for commercial properties; development of organization and procedures for implementing a special assessment, and preparing final report presenting the special assessment findings and program. The District includes 25 separate municipalities and the unincorporated areas of Broward County.

City of Norfolk, Virginia, Evaluation of Transfer Station Purchase and Operational Alternatives. Reviewing principal responsible for development of a financial pro forma model and quality control review of the analysis of the City's options for purchasing and operating the transfer station and supporting assets (trucks and trailers) located within its jurisdiction from the Southeastern Public Service Authority (SPSA). Tasks included review of SPSA's operational budgets for the facility, development of long-term capital expenditure estimates, evaluation of transportation costs, evaluation of privatization alternatives for operation versus municipally operated, and preparation of a final report and recommendations.

City of Riviera Beach, Florida, Solid Waste Collection Rate Study. Project Director responsible for quality control review of final report for a solid waste collection rate study and evaluation of yard waste processing facility for the City of Riviera Beach, Florida.

City of Riviera Beach, Florida, Cost Accounting Study. Project Director responsible for a cost accounting study of the solid waste collection and management system for the City of Riviera Beach, Florida. Evaluated the actual cost of providing solid waste collection services. The results of this study were used in assessing the feasibility of privatizing the Solid Waste Department.

City of Virginia Beach, Compressed Natural Gas Vehicle Conversion Feasibility Study. Project Director responsible for evaluation of feasibility of converting the City's 100-vehicle solid waste collection diesel fuel fleet to compressed natural gas. Specific responsibilities included pro forma evaluation of the life-cycle costs for the conversion, analysis of phasing alternatives, technical issues, and facility retrofit requirements, assessment of the steps the City would need to take to make the conversion, and identification of the advantages and disadvantages of CNG vehicles and operations. The pro forma analysis included projections of capital, operation, and maintenance costs, including sensitivity analysis on several key cost factors including diesel/CNG fuel escalation, maintenance costs, fuel efficiency, and new vehicle purchase premium.

City of Virginia Beach, Residential Routing Study. Project Director responsible for evaluation of residential collection routes for the City of Virginia Beach, and development of new routes using Fleet Route software to accommodate additional automated vehicles and improve the

efficiency of collection. The project was completed in conjunction with C2Logix. The City of Virginia Beach has a population of approximately 443,000, and services over 121,000 residential customers with residential household and yard waste pickup Tuesday through Friday.

Confidential Client, Confidential Location. Project Director responsible for conduct of a solid waste market study to support the siting, permitting, and construction of a new waste to energy facility within the United States. Tasks included providing overall guidance on the scope and approach to the study and review of the final report. The project involved identification of solid waste generation within a specified geographic area, confirmation of solid waste hauling and disposal contracts, identification of private and municipal haulers, landfills, transfer stations, and waste to energy facilities in the region, and development of a database that could be used to identify waste that could ultimately be captured by a new facility if constructed.

Dorchester County, Maryland, Solid Waste Management Plan. Staff Engineer responsible for field studies and engineering evaluations supporting the development of a 10-year solid waste management plan for Dorchester County, Maryland. Evaluated existing collection systems and landfills; developed conceptual designs and cost estimates for a resource recovery facility (modular incinerator) and an 80-ton-per-day transfer station; assessed current composting operations at the County wastewater treatment facility; supervised a solid waste weighing and characterization program; and recommended modifications to the County's disposal and collection system.

Eight Municipalities in Maine, Expert Witness Services Relative to Penobscot Energy Recovery Corporation. Provided expert witness services to evaluate damages resulting from an alleged breach of contract between Penobscot Energy Recovery Corporation and eight municipalities in Maine. Tasks included document review of independent engineering estimates, preparation of engineering report, and expert witness testimony for the eight municipalities.

Hampton Roads Planning District Commission, Virginia, Update Regional Solid Waste Management Plan. Project Director responsible for updating the solid waste management plan for the Southside Hampton Roads area, which includes the Cities of Chesapeake, Franklin, Norfolk, Portsmouth, Suffolk and Virginia Beach, the Counties of Isle of Wight and Southampton, and the Towns of Boykins, Branchville, Capron, Courtland, Ivor, Newsoms, Smithfield and Windsor. The update was completed pursuant to Section 9 VAC 20-130-175.F of the Solid Waste Planning and Recycling Regulations. It included updates to solid waste generation, composition, demographic, and solid waste management facility information; an assessment of solid waste facility needs for the next 20-years, and an implementation plan for this period.

Hampton Roads Planning District Commission, Virginia, Valuation Study of the Southeastern Public Service Authority's Transfer Station, Landfill, and Waste-to-Energy Facility Assets. Project Director responsible for developing an independent assessment of the value of SPSA's assets. Developed a valuation methodology, assessed condition of assets, and prepared proforma earnings model in order to establish range of value of assets. This work was done to support the County and City Managers (referred to as the Chief Administrative Officers, or CAO's) of the member communities of SPSA. The CAO's assisted SPSA in its negotiations to divest certain of its assets in the face of significant financial conditions.

Resume 3 of 13

Hampton Roads Planning District Commission, Virginia, Evaluate Resulting Municipal Tip Fee Resulting from the Sale of the Southeastern Public Service Authority (SPSA) Refuse Derived Fuel Waste to Energy Facility (RDF WTE Facility). Project Director responsible for the evaluation of bids that were received by SPSA for the purchase of its RDF WTE Facility. This assignment was done to support the Chief Administrative Officers of the SPSA member communities (City and County Managers) in their review of the bids and impacts to their respective communities from the potential sale. The member communities include Chesapeake, Franklin, Isle of Wight County, Norfolk, Portsmouth, Southampton County, Suffolk, and Virginia Beach. Tasks included review of the bids submitted by Covanta Energy Corporation and Wheelabrator Technologies, Inc., review of SPSA's detailed operational budget, preparation of a pro forma model to estimate resulting municipal tip fees following sale of the RDF WTE Facility based on the terms and conditions of the bids through 2018, coordination with Financial Advisors assisting the member communities, and participation in numerous public meetings and presentation.

Hampton Roads Planning District Commission, Virginia, Development of a Solid Waste Management System for 2018 and Beyond (2008). Project Director responsible for evaluation of alternatives and recommendations for managing solid waste in the south Hampton Roads Region after 2018, when the current agreements between Chesapeake, Franklin, Isle of Wight County, Norfolk, Portsmouth, Southampton County, Suffolk, Virginia Beach, and the Southeastern Public Service Authority (SPSA) expire. Tasks included evaluation of solid waste management technologies, evaluation of institutional models for future cooperative arrangements within the region, development of pro forma models to evaluate alternatives, facilitation with the Chief Administrative Officers from each City and County involved in the process, and preparation of final recommendations and report.

Hampton Roads Planning District Commission, Virginia, Development of a Solid Waste Management System for 2010 and Beyond (Update of the 2018 and Beyond Initial Study). Project Director responsible for the update of the evaluation of alternatives and recommendations for managing solid waste in the south Hampton Roads Region after 2018, when the current agreements between Chesapeake, Franklin, Isle of Wight County, Norfolk, Portsmouth, Southampton County, Suffolk, Virginia Beach, and the Southeastern Public Service Authority (SPSA) expire. This updated study builds off the work study completed in November 2008 and accounts for the significant changes in the solid waste system that occurred between 2008 and 2010 (e.g., sale of RDF WTE Facilities to Wheelabrator, significantly reducing landfill operations, and terminating recycling services to the Region). While the previous study focused on what would happen after 2018, this updated study also addresses the steps that need to be taken between now and 2018 to provide for solid waste disposal services after the use and support agreements with SPSA expire. Tasks included evaluation of solid waste management options and institutional models for future cooperative arrangements within the region, development of pro forma models to evaluate alternatives, facilitation with the Chief Administrative Officers from each City and County involved in the process, and preparation of final recommendations and report.

Hillsborough County, Florida, Solid Waste Collection System Evaluation. Project Director responsible for an independent evaluation of Hillsborough County, Florida's proposed solid

waste collection system modifications. Prepared report presenting findings of program review and presented recommendations for system modifications and procurement approaches.

Hillsborough County, Florida, Solid Waste Composition Study. Project Director responsible for evaluation of inclusion of municipal solid waste composting into Hillsborough County, Florida's solid waste system. Evaluation involved assessment of a proposed vendor's proposal for composting solid waste with a new proprietary process. Prepared letter report to County presenting technical review of process and recommendations.

Lake County, Florida, Solid Waste Composition Study. Project Director responsible for oversight of a two-season solid waste composition study for Lake County, Florida.

Macon County, Alabama, Tire Recycling Feasibility Study. Project Director responsible for preparation of a feasibility study for a County owned and financed and contract operated tire recycling facility. Conducted market evaluation for recycled waste tire products including crumb rubber, steel, and nylon; assessed waste tire supply; prepared financial pro forma, and evaluated financing alternatives. The study concluded that development of the project was feasible; however, the County ultimately elected to not proceed with the project.

Multiple Clients, Solid Waste Generation Studies. Project Director responsible for quality assurance review of technical evaluations and reports for projects with Polk County, Lake County, and the City of Lighthouse Point, Florida to calculate solid waste generation factors for each of the residential classes. These factors were then utilized to determine the appropriate disposal and collection rate to be charged to each residential class.

Orange County, Florida, Solid Waste Master Plan. Project Director responsible for preparation of a solid waste master plan for Orange County, including evaluation of the County's landfill, transfer station, and recycling operations for a 50-year planning horizon, review of the County's existing facilities and operations, siting study for new transfer station facilities, evaluation of the maximum disposal capacity of the existing landfill facility, a preliminary siting study for a new Class I landfill, development a commercial recycling plan, and preparation of a master plan report.

Polk County, Florida, Solid Waste Composition Study. Project Director responsible for oversight and quality control review of a two-season solid waste composition study for Polk County, Florida. The study was conducted at the County's three landfills and included 31 waste components. Residential, commercial, and industrial wastes were sampled during the waste characterization events.

Polk County, Florida, Solid Waste Privatization Study. Project Director responsible for evaluation of the economic feasibility of an out-of-county transfer and disposal proposal by USA Waste, including preliminary cost allocation modeling, evaluation of current operation, maintenance, and capital costs, review of yearly budgets, and comparison with actual costs, and preparation of final report to the County.

Polk County, Florida, Solid Waste Rate Study. Project Director responsible for the Solid Waste Rate Stratification Study for Polk County, Florida, to calculate the County's actual cost of

disposing each of the six major elements of the solid waste stream in the County. The results of the study were used in the solid waste planning process to determine whether or not the County should continue with its "single rate program" or begin charging a stratified rate based on the type of solid waste.

Polk County, Florida, Staffing and Budget Evaluations. Project Director responsible for preparation of analysis for Polk County, Florida, Department of Solid Waste to assess long-term staffing, budgets, and schedules to support County projects.

Seminole County, Florida, Solid Waste Generation Study. Project Director responsible for oversight and quality control review route testing and report preparation of a multi-year solid waste generation study for Seminole County, Florida. The County contracts out residential collection services in the unincorporated areas. The contracts between the County and the haulers required that the per household generation rate be verified through field testing.

Seminole County, Florida, Solid Waste Privatization Support. Project Director responsible for engineering and financial evaluations to support Seminole County Solid Waste Management Department prepare a "bid" against private vendors to continue to operate the County's solid waste management system. Services included detailed assessment of County's budget and actual solid waste management expenditures, cost allocation modeling, preparation of "bid" proposal package, and assistance during presentation to the Board of County Commissioners.

Solid Waste Association of North America (SWANA). Update of Construction and Demolition Debris Training Course. Project Director responsible for preparing a comprehensive update of SWANA's training course on construction and demolition debris management. The effort included updating course PowerPoint slides, and the training manual content, graphics, and references. Several new lessons were added to address current trends, storm debris management, and communication.

Materials. Project Director responsible for baseline testing for recovered screened material (RSM) for four construction, demolition, and debris recycling operations for Southern Waste Systems in Broward and Palm Beach County. The testing was required pursuant to guidelines published from the Florida Department of Environmental Protection. RSM was tested for heavy metals, semi-volatile and volatile organic compounds, and pesticides, and leachability of these compounds. The purpose of the baseline testing was to determine appropriate end uses for the RSM such as residential, commercial, or industrial fill. Project also included preparation of facility permit modifications to allow for appropriate off-site use of RSM.

Southern Waste Systems, Lantana, Florida, Consulting support for Solid Waste Recycling and Disposal Bid to City of Miramar, Florida. Project Director for evaluation of technical and permitting issues associated with Southern Waste System's bid to provide recycling and disposal services for the City of Miramar. Specific responsibilities included review of consultant's report on the status of Broward County's Contingency Disposal Landfill and presentation of findings to the Broward County Resource Recovery Board and County Commission and other elected officials, paration of a technical review analysis; and technical support to Southern Waste Systems during the bid preparation and City interview process.

Resume 6 of 13

Town of Chapel Hill, North Carolina, Town of Chapel Hill, Comprehensive Review of Solid Waste Collections, Transportation, and Disposal Options. Reviewing Principal responsible for development of the pro forma financial model to evaluate various solid waste scenarios for the Town, which were evaluated as a part of planning efforts in anticipation of the closure of regional solid waste disposal facility, Orange Co. Landfill, in June 2013. Assisted with the assessment of the Town's commercial collection operations, organics diversion analysis, preparation of the study report, and quality assurance review. The study involved evaluating the Town's existing systems, collections operations, recycling, franchising, privatization, transfer station, out-of-county disposal, material recovery facility, Pay as You Throw (PAYT) program, and waste conversion technologies. Presentations were also made to the Town Council during public meetings.

Volusia County, Florida, Solid Waste Composition Study. Project Director responsible for oversight and quality control review of a four-season solid waste composition study for Volusia County, Florida.

Solid Waste Facilities

Reedy Creek Improvement District, Lake Buena Vista Florida, Material Recovery Facility Design. Project Director responsible for the complete design, permitting, construction oversight, start-up and shakedown testing of a 110 ton per day material recovery facility for Reedy Creek Improvement District (Walt Disney World), Lake Buena Vista, Florida. The system design included semi-automated segregation of paper, cans, plastic and glass containers; climate controlled processing area; storage for processed materials; employee facilities; and public education and viewing areas.

Solid Waste Authority of Plam Beach County, Commercial Recycling Assessment. Project Director responsible for quality control and final report review for the assessment of commercial recycling for the Solid Waste Authority of Palm Beach County, Florida. The project involved an assessment of County's commercial waste stream, collection methods, and costs.

Southern Waste Systems, Inc., Environmental Investigations and Permitting for C&D Recycling Facilities, Broward and Palm Beach County, Florida. Project Director responsible for preparing various permitting applications and conducting environmental investigations for Southern Waste System's Sun Recycling Construction Demolition and Debris material recovery facilities located in Palm Beach County and Broward County, Florida. Projects included solid waste facility permit modifications for the Sun I, II, III, IV, and V Recycling Facilities, updates to financial assurance documentation, requests for increase in throughput capacity, preparation of Environmental Resource Permits, and preparation of recovered screen material baseline sampling and testing reports for these facilities. Coordinated with the Broward County Department of Planning and Environmental Protection, the Palm Beach County Department of Health Solid Waste Facility permit, Palm Beach County Solid Waste Authority, and the Florida Department of Environmental Protection.

7 of 13

Publications and Presentations

Gardner, Robert B., "City of Virginia Beach Compressed Natural Gas Vehicle Conversion Feasibility Study", Solid Waste Association of North America, Northwest Regional Meeting Proceedings, Richmond, BC, Canada, April 2013.

Gardner, Robert B., "Infrastructure from the Ground Up, Civil Engineering Works for Lawyers, Chapter 5 – Solid Waste Management", American Bar Association Publication, 2012

Gardner, R. B.; Matteson, K. M.; Carlock, J., "Solid Waste Management after 2018: Future Options for the South Hampton Roads Region on Virginia", Solid Waste Association of North America WasteCon Proceedings, August 14-16, 2012.

Gardner, R. B. "What's New in Solid Waste", Keynote Address, Solid Waste Association of North America, Northwest Beaver Chapter, Spring Symposium, April 2012.

Gardner, R. B., "Is Garbage a Waste or a Resource", MSW Management, Elements 2011, June 2011.

Gardner, R. B., "What's New for Landfills", MSW Management, Elements 2011, Vol. 20, No. 4, August 2010.

Gardner, R. B., "Landfills and Our Future", MSW Management, Elements 2010, April 2009.

Gardner, R. B.; Leonard, M; Michelle Leonard, Clark, B. J.; Ludt, R., "Waste Processing Facilities and Evolving Markets", MSW Management, Vol. 18, No. 3, April 2008.

Gardner, R. B., "Can Recycled Concrete Be an Industrial Byproduct", Solid Waste Association of North America, Senior Managers Conference, St. Augustine, Florida, January 2008.

Gardner, R. B., "Pro Forma Analysis to Support Solid Waste Systems", SCS Landfill Seminar, Roanoke and Richmond, Virginia and Baltimore, Maryland, May 1, 2, and 14, 2008.

Gardner, R. B., "State-of-the-Practice for Energy Recovery from Bioreactor Landfills", Presented to the 11th Annual Landfill Methane Outreach Program Conference and Expo, January 10, 2008.

Gardner, R. B., "3.2 MW Green Energy Project, DeKalb County, Georgia", Presented at the TN, VA, NC, SC Quad State SWANA Conference, Pigeon Forge, TN, August 20-24, 2007.

Gardner, R.B., "Developing a Landfill Gas to Energy Project, DeKalb County, Georgia", Presented at the Georgia SWANA State Conference, April 5, 2007.

Gardner, R.B., and Clark, B.J., "A Helping Hand", Waste Age, September 2006.

Gardner, R. B., "What Ever Happened to the RD&D Rule Anyways", SWANA Landfill Symposium Proceedings, Nashville, TN, June 2006

Gardner, R. B., and McLaughlin, M.W., "Turning Browns into Greens", Waste Age, December 2005.

Gardner R. B., "Current Trends in Solid Waste and Landfills", Presentation to the Chartwell Landfill Symposium, Tampa, Florida, May 2006.

Gardner, R. B., "Disaster Recovery, The Florida Experience Of 2004", Presentation to SWANA Quad State Conference, Myrtle Beach, South Carolina, August 31, 2005.

Gardner, R. B., and McLaughlin, M. W., "From Brown to Green", Pollution Engineering, April 2005.

Gardner, R. B. and McLaughlin, M. W., "Upscale Courses Grow from Landfills", Golf Course News, January 2005.

Gardner, R. B. and Medico, P., "C&D Processing in a Box and Management of Recovered Screen Materials (RSM) in Florida", Presentation to SWANA's Virginia Chapter Conference, June 2004.

Gardner, R. B., "U.S. EPA's Proposed Research, Development, And Demonstration Rules:

Status Update And Related Landfill Design Optimization Strategies", Presentation to SWANA's 8th Annual Landfill Symposium, 2003.

Gardner R. B., "Creative Approvach to Managing Scrap Tires", Presentation to the SWANA Alabama Chapter Conference, September 2003.

Gardner, R. B., "Landfill Gas to Energy: Where are We and Where are We Going?" Presentation to the Landfill Methane Outreach Program Regional Seminar, Phoenix, Arizona, May 2003.

Gardner, R. B., "LFGTE Projects That Have A Story To Tell", Presentation to the Federation of New York Solid Waste Associations, Lake George, New York, May 2003.

Gardner, R. B. and Berry, Patricia, "Hillsborough Heights Landfill Microturbine Project", Presentation to SWANA's 26th Annual Landfill Gas Management Symposium, Tampa, Florida, March 2003.

Gardner, R. B., "Innovative Permitting Approaches and Challenges For Hillsborough County,

Florida And Pinellas County, Florida Landfills", SWANA's 7th Annual Landfill Symposium, Louisville, Kentucky, June 2002.

Gardner, R. B., "Nuts and Bolts – Design, Construction and Operation of LFGTE Projects", Mississippi LFG Energy Workshop, U. S. EPA Landfill Methane Outreach Program, April 2002.

Gardner, R. B., "Commercial Development Of Closed Landfills: Case Studies And Technical / Regulatory Issues", Presentation at NSWMA Waste Tech Landfill Conference, Coral Springs, Florida, February 2002.

Gardner, R. B., and Williamson, J., "What is a Small Rural Community to Do with its Solid Waste Management System?", SWANA's 5th Annual Planning and Management Symposium, Salt Lake City, Utah, July 2001.

Gardner, R.B., "MSW Landfill Clean Air Act Updated - Where are we?", SWANA's Tristate Conference, Perdido Key, Alabama, March 2000.

Gardner, R.B., and Banks, J.A., "Proposed Design Guidelines for Effective Leachate Recirculation at Landfill Bioreactors", SWANA's 4th Annual Landfill Symposium, June 1999.

Gardner, R.B., and Schmit, K.A., "Leachate Generation - Actual vs Predicted", 4th Annual Landfill Symposium, June 1999.

Gardner, R.B., "Two Case Studies of Successful Landfill Gas Utilization – The Escambia County and Volusia County Projects", Presented at SWANA's Sunshine Chapter Meeting, April, 1999.

Gardner, R.B., "Landfill Gas Utilization: The Perdido Landfill Success Story", Proceedings from SWANA's 22nd Annual Landfill Gas Symposium, Lake Buena Vista, Florida, March 22-25, 1999.

Gardner, R.B., and Dever, R.J., "Landfill Gas Migration Control at Old Landfills in Florida: Small-Scale Solutions to Large-Scale Problems", Proceedings from SWANA's 22nd Annual Landfill Gas Symposium, Lake Buena Vista, Florida, March 22-25, 1999.

Gardner, R.B., Blakely, F., and Todd, T.L., "Privatization of Municipal Solid Waste Disposal Operations, Is it the Way for You?", Presentation at Wastecon 1997, St. Louis, Missouri, October, 1998.

Gardner, R.G., "Construction Cost Savings On a Complex Landfill Closure: The Beulah Landfill Project", Proceedings from SWANA's 3rd Annual Landfill Symposium, Palm Beach Gardens, Florida, June, 1998.

Gardner, R.B., "Tier 2 Sampling & Analysis for the Huntsville Sanitary Landfill – Huntsville, Alabama", SWANA's The Garbage Gazette, Summer 1998.

Gardner, R.B., and Blakely, F., "Meeting the Challenge, Competing to Win", World Wastes, March 1998.

Gardner, R.B., Dever, R.J., and Siemering, R.A., "Effects of Landfill Gas on Leachate Collection Systems: Design and Safety Considerations", Presentation at Wastetech '98, San Antonio, Texas, February, 1998.

Gardner, R.B., and Siemering, R.A., "Use of Radio Telemetry and Automated Data Acquisition Systems in Leachate Management Systems", Presentation at Wastetech '98, San Antonio, Texas, February, 1998.

Gardner, R.B., and Todd, T.L., "Does Lighting Strike Twice in the Same Place?", Presentation at SWANA's Carolinas Solid Waste Conference '97, Myrtle Beach, South Carolina, September, 1997.

Gardner, R.B., Leung, C.W., and Schmit, K.A., "Ingradient Landfill, Fact: Case Study of the Southeast County Landfill Hillsborough County, Florida", Proceedings of SWANA Conference, Sacramento, California, August, 1997.

Gardner, R.B., "Leachate Treatment and Effluent Spray Irrigation System Operations at the Southeast County Landfill, Hillsborough County, Florida", Proceedings of the SWANA Landfill Symposium, Sacramento, California, August, 1997.

Gardner, R.B., "Solid Waste Facility Siting and Development", Instructor for Solid Waste Landfill Design Series Workshop, University of Florida TREEO Center, Orlando, Florida, April, 1997.

Gardner, R.B., and Hamilton, S.M., "Remediation/Management Strategies for Landfills in Developing Countries a Case Study", Proceedings of the 10th Annual Options for Texas - Solid Waste Management Conference, Austin, Texas, July, 1996.

Gardner, R.B., Powell, L.A, and Griffin, J.L., "Experience with Geosynthetic Clay Liners for Landfill Closure at the Tomoka Farms Road Landfill, Daytona Beach", Proceedings of SWANA Conference, Portland, Oregon, September, 1996.

Gardner, R.B., and Dever, R.J., "Leachate Treatment Technologies: The Florida Experience", Presented at Waste Tech □96 Landfill Technology Conference, Haines City, Florida, February, 1996, Waste Age, August, 1996.

Gardner, R.B., "Leachate Management Systems and Design", Instructor for the Solid Waste Landfill Series Workshop, University of Florida TREEO Center, Orlando, Florida, May, 1996.

Gardner, R.B., Siemering, R.A., and Berry, P.V., "Leachate Treatment and Reclamation Facility Hillsborough County, Florida", Proceedings of Waste Tech '96, Haines City, Florida, February, 1996.

Gardner, R.B., Ordeman, R.D., and Westly, R.L., "Mapping Groundwater System(s) at Solid Waste Management Landfills", Proceedings of the 6th Annual Southeastern Solid Waste Symposium, Mobile, Alabama, April, 1995.

Gardner, R.B., Whitehead, L.K., and Schmit, K.A., "An Overview of Florida Landfill Closures Utilizing Geomembranes", Proceedings of SWANA's 5th Annual SE Regional Solid Waste Symposium, October, 1994.

Resume 11 of 13

Gardner, R.B., Benitez, M., and Poe, D.E., "Land-Use Optimization for Stormwater Management Facilities at the Fresh Fills Landfill, New York", Proceedings of Waste Tech □94, Charleston, South Carolina, January, 1994.

Gardner, R.B., "Landfill Design Planning and Permitting", Presented at the Landfill Design Series Workshop, University of Florida TREEO Center, Orlando, Florida, January, 1992, February, 1993, February, 1994.

Gardner, R.B., Berry, P.V., and Joblinowski, E., "Case Studies on Leachate Management Hillsborough County, Florida, and Glades County, Florida Experiences", Proceedings of Waste Tech '93, Marina Del Ray, California, January, 1993.

Gardner, R.B., "Leachate Management - Case Histories", Instructor for the Landfill Design Series Workshop, University of Florida TREEO Center, Orlando, Florida, May, 1992.

Gardner, R.B., "Landfill Design Leachate Collection and Storage Course", Instructor for the Landfill Design Series Workshop, University of Florida TREEO Center, Orlando, Florida, April, 1992.

Gardner, R.B., Berry, P.V., and Hamilton, S.M. "Leachate Treatment and Reclamation Facility, Hillsborough County, Florida", Presented at the 30th Annual International Solid Waste Exposition Conference, Tampa, Florida, August 1992.

Gardner, R.B., Foxwell, P.K., and Peterson, E.R., "Landfill Gas Issues Affecting the Design and Operation of Waste To Energy Facilities", Proceedings of Municipal Waste Combustion Conference, Tampa, Florida, April, 1991.

Gardner, R.B., "Solid Waste Management - Requirements and Solutions", Florida Specifier, January, 1991.

Gardner, R.B., and Conrad, E.T., "Municipal Solid Waste Incineration: Ash Management Hudson County, New Jersey Ash Residue/Bypass Landfill Design", Proceedings of Waste Tech '89, Washington, DC, October, 1989.

Gardner, R.B., "Hillsborough Heights Facility Controls Odors and Landfill Gas Migration", Florida Engineering Society Journal, July, 1989.

Gardner, R.B., "Problems with New Materials, Products, and Applications in Landfill Design and Construction", Proceedings of ASTSWMO 1989 National Solid Waste Forum on Integrated Municipal Waste Management, Lake Buena Vista, Florida, July, 1989.

Gardner, R.B., Stinson, D.E., Vijoy, S.A., and Smith, T.J., "Siting a Publicly Owned and Operated Solid Waste Facility", Proceedings from ASTSWMO 1989 National Solid Waste Forum on Integrated Municipal Management, Lake Buena Vista, Florida, July, 1989.

Gardner, R.B., "Hudson County Ash Residue/Bypass Landfill Design", Proceedings of the 10th Canadian Waste Management Conference, Winnipeg, Manitoba, October, 1988.

Gardner, R.B., Held, W., Peterson, E., "Landfill Gas Migration and Odor Control The Hillsborough County and Palm Beach County Experiences", Presented at the American Society of Civil Engineers Florida Section 1988 Annual Meeting, Sand Key, Florida, October, 1988.

Gardner, R.B., and Held, W.M., "Problems with New Materials, Products, and Applications in Landfill Design and Construction", Proceedings of the 1988 National Solid Waste Forum on Integrated Municipal Waste Management, Lake Buena Vista, Florida, July, 1988.

Gardner, R.B., "Solid Waste Disposal: Resource Recovery and the Alternatives", Presented at Florida Bar Workshop, Orlando, Florida, June 1988.

Gardner, R.B., Berry, P.V., and Flood, F.L., "What to do with your Landfill Gas: The Hillsborough County, Florida, Experience", Proceedings of GRCDA's 10th International Landfill Gas Symposium, West Palm Beach, Florida, February, 1987.

Gardner, R.B., and Conrad, E.T., "The Use of the Help: Model in Evaluating Alternative Leachate Management Plans for Three New York City Landfills", Proceedings of NSWMA's Waste Tech □86, Chicago, Illinois, October, 1986.

Gardner, R.B., and Mitchell, G.L., "All in a Day's Work", Solid Waste Management, November, 1981.

13 of 13

BRUCE J. CLARK, PE

Senior Solid Waste Engineer

Education

Graduate Studies, Environmental Engineering, University of Miami BS – Civil Engineering, Florida International University, 1977 AA – Natural Sciences, Miami Dade Community College, 1974

Professional Licenses

Professional Engineer – Florida (since 1982)

Specialty Certifications

Board Certified Environmental Engineer (BCEE), American Academy of Environmental Engineers

Certified Safety Professional (CSP) Engineering, Board of Certified Safety Professionals Certified Hazardous Materials Manager (CHMM), Institute of Hazardous Materials Managers

Adjunct Teaching Faculty, Solid Waste Association of North America (SWANA)

LEED® AP – Leadership in Energy and Environmental Design – US Green Building

Council

Professional Affiliations

Solid Waste Association of North America American Society of Civil Engineers American Academy of Environmental Engineers

Professional Experience

Mr. Clark is a senior manager with over 32 years of highly successful project experience on planning, engineering design and construction projects in the civil-public works field. He has been involved in solid waste management programs for the past 23 years and has managed projects in every major facet of solid waste management. He has been studying and providing assessments of emerging solid waste conversion technologies for the past 14 years, having initially contacted and reviewed the plasma vitrification system marketed by Allied Technology Group (no longer in existence) out of Richland, WA, in 1996.

Alternative Conversion Technologies

Plasma Arc Gasification WTE Plant - Economic Feasibility Study, City of Marion, IA. Project Manager responsible for one of the first comprehensive and formal economic assessments of an alternative waste conversion technology. As currently envisioned, the Plant would serve Linn County, including the City and the University of Iowa ("UI") Oakdale research campus, located in Johnson County. In the next step of their evaluations, the City along with the Iowa Department of Natural Resources (DNR) has commissioned SCS Engineers (SCS) to perform a formal economic feasibility study of the Plant.

Resume 1 of 6

The feasibility study includes:

- Assessing preliminary potential for other waste material other than municipal solid waste in the region as supplemental plant feedstock.
- Assessing potential markets for the plasma plant by-products.
- Determining the feasibility, requirements and costs related to an interconnect with the power utility grid.
- Assessing the possible option that the UI could potentially be the exclusive power customer for the Plant.
- Preliminary plant siting assessment.
- Developing a pro-forma model so that various options can be evaluated for the Plant capacity and material and energy output configurations over an assumed initial 20year contract operating phase, including:
 - Production of syngas for conversion to electrical power.
 - Production of syngas for direct use and conversion to fuel products.
 - Production of synthetic insulation from slag to supplement syngas uses.
- Determining the potential economic impact of the Plant on the region.

The results of the study will help the City and other stakeholders better understand the economics of the possible options for the Plant and the prime activities and related elements that need to be initiated in order to pursue formal development of the Plant.

Alternative Technologies Assessment – Hampton Roads Planning District Commission (HRPDC), VA. Technical Advisor to evaluate alternative solid waste management strategies for eight communities in the South Hampton Roads Region. The study was initiated to address technologies, institutional approaches, disposal alternatives, transportation, and economic factors that may affect the management of solid waste after the inter-local agreements between the communities and the Southeaster Public Services Authority (SPSA) expire in 2018.

As a part of this study, an assessment was conducted of new and emerging technologies that could potentially be viable options in 2018 and beyond. The assessment included discussion of the primary characteristics, emissions and useful by-products, main advantages and disadvantages of the technologies, how they would fit into the county's infrastructure, estimated costs, and regulatory permitting aspects.

Several major types of technologies were reviewed, including bio-chemical (i.e., hydrolysis, etc), biological (i.e., aerobic composting, etc.), and thermal (i.e., pyrolysis, gasification, plasma). Key factors that were assessed for the technologies included:

- Status for commercialization.
- Projected Capital and O&M costs.

- Projected tipping fees.
- Syngas/Biogas production (biological and thermal only).
- Estimated power output.
- Expected by-products and potential markets for reuse.
- Regulatory permitting issues.
- Overall advantages and disadvantages.

Anaerobic Digestion WTE Feasibility Study – Berkeley County, SC. Technical Advisor to this County for assessing the potential of integrating an anaerobic digester technology into their municipal disposal system. The County was interested in the potential for establishing a system at their existing landfill and would provide an organics-only waste material that would be separated from the incoming waste stream. The study included:

- Regulatory drivers.
- Projects solid waste tonnages.
- A review and assessment of the viable technologies in the market place.
- Advantages and disadvantages of each.
- Sit development issues.
- Challenges for these specific applications.
- Markets for by-products, residuals and feedstock aspects.
- Economic feasibility and projected tipping fees.

A final written report was delivered to the client and a meeting conducted to go over the findings and conclusions.

Alternative Technologies Assessment – Monterey Regional Waste Management District (MRWMD), CA. Technical Advisor for an assessment on emerging and sustainable municipal solid waste (MSW) conversion technologies. Several major types of technologies were reviewed, including:

- Bio-chemical (i.e., hydrolysis, etc.).
- Biological (i.e., aerobic composting, etc.).
- Thermal (i.e., pyrolysis, gasification, plasma).

Key factors that were assessed for the technologies included:

- Status for commercialization.
- Projected capital and O&M costs.
- Projected tipping fees.
- Syngas/biogas production (biological and thermal only).
- Estimated power output.
- Expected by-products and potential markets for reuse.
- Regulatory permitting issues.
- Overall advantages and disadvantages.

A written report was prepared, and Mr. Clark also delivered an oral PowerPoint presentation summary to the Authority's board members.

Alternative Waste Conversion Technology Assessment for Master Plan – Orange County, FL. Project Manager for the Solid Waste Master Plan Study for Orange County, Florida, one of the larger counties in Florida. The comprehensive study provides a roadmap for rationally expanding the County's system to serve its residents for the next 50 years. SCS services included review of alternative conversion technologies for possible integration into their existing waste management system.

The assessment of alternative waste disposal technologies included thermal, biological and biochemical systems. The assessment included:

- Review of key technical aspects.
- Advantages and disadvantages.
- Capital and operating costs.
- Capacity aspects.
- Implementation issues.
- Permitting aspects.
- Overview of existing systems.

A written report was prepared and Mr. Clark also delivered an oral power-point presentation summary to the County's team members.

Microwave Destruction WTE Feasibility Study – Monterrey, Mexico. Project Manager for the review of an emerging waste conversion technology using microwaves for destroying municipal wastes. The assignment includes visiting a working pilot plant in Mexico and review of the following factors:

- Market drivers.
- Potential markets and value.
- Projected capital and O&M costs.
- Veracity of technology performance claims.
- Advantages over established technologies.
- Potential risks and competitors.
- Siting and sensitive land use issues, if relevant.
- Lead times and costs to commercialization.
- Regulatory issues.

A final written report was delivered and a debriefing meeting with the client conducted.

Plasma Arc Gasification WTE Feasibility Study - City and Borough of Juneau, AK. Project Engineer responsible for engineering review for the performance of a technology and economic evaluation for a planned plasma arc gasification waste-to-energy (WTE) plant for the City/Borough of Juneau, AK. Tasks involved a review of the existing solid waste management plan and the development of a WTE technology assessment focused on plasma arc gasification technology. The report on findings and recommendations included a pro forma model for WTE facility construction and operations costs.

Feasibility Study, Ponce WTE Facility, Puerto Rico. Project Engineer responsible for engineering feasibility evaluation of establishing a WTE facility in Ponce, Puerto Rico for CEMEX, one of the largest cement manufacturers in the world. Initially, the project involved a review of earlier planning efforts to secure a long term stable cost of power for a large mining and cement plant complex, through the construction and operation of the proposed WTE plant.

The study assessed many factors for the projected 30 MW, 1,000-ton-per-day (tpd) plant, including:

- Waste flows and collection contracts.
- Existing landfill disposal facilities and life span.
- Use of landfill gas for auxiliary power.
- Power transmission line corridor acquisition.
- Coordination with the power company.
- Waste transfer and transportation issues.
- Socio-economic and environmental issues.
- Suitable plant vendors/operators and contractual aspects (i.e., design-build-operate [DBO]).
- A pro-forma economic analysis.

The study also included meetings with regulators, key plant operating personnel and major WTE plant vendor/operators. A final written report was prepared for the client.

Advisement on Emerging Technologies. As Technical Advisor, has assisted a global technology transfer company with review of environmental emerging and sustainable technologies for potential commercialization in the following industries and sectors to date:

- Municipal solid waste management:
 - Conversion of MSW to useful by-products.
 - Separation of landfill gas (LFG) to high purity CO₂.
- Ship building/metal protection.
- Phosphate mining and fertilizer production.
- Water conservation/utility rehabilitation.
- Municipal water treatment.
- Crude oil production.
- Natural gas/vehicle fuel industry.

Technical reviews and reports typically have covered the following topics:

- Market drivers.
- Potential markets and value.
- Projected capital and O&M costs.
- Veracity of technology performance claims.
- Advantages over established technologies.
- Potential risks and competitors.

- Siting and sensitive land use issues, if relevant.
- Lead times and costs to commercialization.
- Regulatory issues.

The consulting assignments typically included several meetings with the client to discuss their interests further and introduce the technologies. The scope of work has included locating sources for R&D technologies for licensing, observations of demonstrations of pilot systems, reports, and presentations.

Recent Papers & Presentations

- North American Waste-to-Energy Conference (NAWTEC), Orlando, FL Invited Speaker – Presentation on Economic Feasibility of a Plasma Arc Gasification Alternative Conversion Technology.
- Monterey Regional Waste Management District, Monterey, CA. Presentation on status of emerging Alternative Conversion Technologies. 2008.
- Hampton Roads Planning District Commission, Norfolk, VA. Presentation on status of emerging Alternative Conversion Technologies. 2009.
- Solid Waste Association of North America (SWANA) Ohio Chapter. Presentation on status of emerging Alternative Conversion Technologies. 2009.
- Alternative Waste-to-Energy Summit, San Diego, CA. Presentation on status of emerging Alternative Conversion Technologies. 2009.
- American Public Works Association (APWA) Reporter. Article on Emerging Alternative Conversion Technologies. 2009.
- American Public Works Association (APWA), Florida Section. Presentation on Emerging Alternative Conversion Technologies. 2008.

MICHAEL A. KALISH, PE, LEED® AP

Education

BS – Environmental and Natural Resource Engineering, State University of New York College of Environmental Science and Forestry at Syracuse University, 1995

Professional Licenses

Civil Engineer, CA, license no. C62112 Professional Engineer, MD License No. 30002 LEED Accredited Professional

Professional Affiliations

Solid Waste Association of North America (SWANA), Instructor

Professional Experience

As SCS's National Partner for Transfer Stations, Mr. Kalish has been the Project Manager for several major transfer station renovations and expansions in Maryland and the District of Columbia and new transfer stations in Maryland and Virginia. Additionally, he has worked on a variety of engineering projects involving LFG, LFG-to-energy, landfill closure, and sub-slab mitigation design for brownfields remediation. Several recent LFG projects have also included the design and implementation of remote SCADA systems for use at flare stations, LFG beneficial use projects and carbon credit projects. Mr. Kalish is also an instructor for the SWANA Managing Transfer Stations course and is a LEED Accredited Professional. Examples of his project experience include:

Transfer Station/Facilities

District of Columbia:

- Benning Road Transfer Facility. Project Engineer for the redesign of the existing Benning Road Transfer Facility. This work involves the coordination of a Surveyor, Structural Engineer, Electrical Engineer, Mechanical Engineer and Architect along with performing civil engineering duties. Tasks include the design of the demolition of electrostatic precipitators and exhaust stacks, partial demolition of the existing structure, the design of an addition onto the facility including tipping floor, load-out pits and scales, remediation of existing bridges, design of a new scalehouse and scales, design of a new citizen's convenience drop-off center and general site improvements. An odor control system was also designed for the facility. Assistance was also provided for permitting and zoning purposes and during construction.
- Fort Totten Transfer Facility. Project Engineer for the redesign of the existing Fort Totten Transfer Facility. This work involves the coordination of a Surveyor, Structural Engineer, Electrical Engineer, Mechanical Engineer and Architect along with performing civil engineering duties. Tasks include the design of the existing tipping floor repairs and

resurfacing, partial demolition of the existing structure, the design of an addition onto the facility including tipping floor, load-out pits and scales, design of new scales, design of a new citizen's convenience drop-off center and general site improvements. An odor control system was also designed for the facility. Assistance was also provided for permitting and zoning purposes. Served as construction manager for the District.

Ocean City, MD, Ocean City MSW Transfer and Recycling Facility:

- Project Engineer assisting on the conceptual design of site improvements and facility layout for the redesign of the existing MSW transfer and recycling facility.
- Project Manager for the remodeling of the existing solid waste transfer station and design of a new materials recovery facility in Ocean City. Tasks included an evaluation of the existing waste handling procedures and equipment utilized by the City. Waste handling procedures were optimized by converting to top loading transfer trailers from the existing compactors. A new 25,000 square foot building was built to perform separation and baling of recyclable materials. Upon completion the waste and recyclable handling capabilities have better than doubled. Special care was given to building architecture and odor and dust control because of the presence of residential homes directly adjacent to the transfer station property.

Frederick County, MD, New Transfer Station. Project Manager for the design of a new transfer station to handle all of the County's waste. Tasks included the development of conceptual site plans for four potential properties and a corresponding design criteria memorandum. Upon site selection, plans and specs suitable for construction purposes were developed including requirements for Forest Restoration Ordinance work, geotechnical investigations and an archeological survey for the presence of historical resources. This project involved coordination with a citizen's oversight group and special design for odor control and landscaping to address their concerns. Permitting assistance and construction management are also being performed.

Montgomery County, MD, Shady Grove Transfer Station. Project Manager for the design of an approximately 12,000 square foot addition to the existing transfer station to accommodate mostly hand-unloading vehicles. The design included architectural accenting to complement with the existing building, specialized storm water management, new scales at the scale house, and an expansion to the existing public unloading facility. Served as construction manager on behalf of the County.

Page County, VA, Stanley Landfill. Project Manager for the design of a 200 tpd transfer station. Design included a open-walled, roofed structure and concrete tipping floor for waste processing, new scale for weighing both incoming and outgoing waste vehicles, and new water lines for dust control and cleaning.

Montgomery County, MD, Gude Landfill Yard Trim Facility. Project Manager for the design of a Yard Trim Receiving, Processing and Transfer Facility on top of the closed Gude Landfill. Design includes areas for the grinding and handling of yard trim and wood material, along with future facility expansions to include on-site composting. Design also includes stabilizing the closed MSW landfill to account for the new traffic loads, a new scalehouse and scales, truck

tarping station, maintenance shop for site equipment, fueling station, site paving and retaining walls and stormwater design for a wetland pond. Special considerations taken into account because of the landfill redevelopment for settlement, cap integrity and landfill gas issues for all the site facilities.

Zion Crossroads, VA, Construction and Demolition Debris Recycling and Materials Recovery Facility. Project Manager on the design and permitting for a new C&D Debris Recycling Facility and Materials Recovery Facility. Design includes modifications to existing site buildings to accommodate the new use, a new citizen's recycling center, new scale, storage building for processed material, site paving and stormwater design and obtaining local site and zoning permits and the Virginia State Operating permit for a Materials Recovery Facility. Additionally, the existing site building that was relocated to accommodate the C&D facility has been adapted to accommodate a "dirty MRF" operation.

Prince George's County, MD, New Transfer Station Siting Study. Project Manager for the preparation of a siting study for a new transfer station within the County to replace the at capacity landfill. The project includes the planning and participation in multiple public meetings to obtain public input on siting criteria, development of siting criteria based on public comments and engineer recommendations, application of criteria to develop a list of qualified sites, individual site investigations of qualified sites, and preparation and presentation of final recommendations.

Prince George's County, MD, New Transfer Station. Project Manager and responsible for design aspects as member of a design/build team with a construction contractor for the new transfer station in the County. Project involves a new transfer station capable of 3,000 tons/day, 2-story administration office, scalehouse and scales, citizen drop-off facility, and the facility design will accommodate truck and rail haul of processed materials.

Howard County, MD, Transfer Station Expansion. Project Manager for the design of an expansion to the existing County transfer station. Expansion will be designed to handle the anticipated waste quantities, traffic loads, and minimize impacts to the new residential development adjacent to the transfer station.

Publications and Presentations

Kalish, M. "The Application of LEED Design to Solid Waste Transfer Stations." Presented at the 8th annual Landfill and Landfill Gas Seminar presented by SCS Engineers, Baltimore, MD, April 2010; and 17th annual Landfill and Landfill Gas Seminar presented by SCS Engineers, Richmond and Roanoke, VA, April 2010.

Gornto, M., Kalish, M. "A Healthy Shade of Green." Waste Age, February 2010.

Kalish, M. "A Transfer Station - Soup to Nuts." SWANA E-Session, May 21, 2008.

Kalish, M. "For Your Consideration." Waste Age, February 2008.

- Kalish, M. "Gas Collection and Control Phasing Plans Avoiding Rebuilding Your System." Presented at SWANA/Maryland Recycling Coalition annual conference, College Park, MD, June 7, 2007.
- Kalish, M. "Design Comparisions Between New and Remodeled Transfer Stations." Presented at Waste Expo 2007, Atlanta, GA, May 7, 2007.
- Kalish, M. "Transfer Station Design Elements." Presented at the 4th annual Landfill and Landfill Gas Seminar presented by SCS Engineers, Baltimore, MD, May 2006.
- Dillah, D., Flick, D., Kalish, M. "Lessons Learned During a Landfill's 10-Year Struggle to Control Landfill Gas Migration." WasteCon 2005 conference proceedings, Austin, TX, September 2005.

MSW CONSULTANTS

RESUME - DAVID L. DAVIS, CMA

Education

California State University - Fullerton, BA Finance 1983

Qualifications and Experience

Mr. David Davis is a Certified Management Accountant (CMA) with over 25 years of experience in the field of solid waste management. Mr. Davis' expertise lies in working with municipal managers to maximize the value of the solid waste services provided to their ratepayers. He has held executive management positions in both the private and public sectors, and has extensive experience in providing business advisory services to local government in the field of solid waste management.

As a chief financial executive for local hauling and landfill divisions of a national solid waste management company, Mr. Davis was responsible for financial reporting, budgeting, cost analysis, billing and collections. He also managed the accounting and rate analysis sections of the City of Riverside's Department of Public Utilities.

As a solid waste consultant, Mr. Davis has provided management consulting services to over 50 municipal clients in the areas of rate setting, service procurement, regulatory compliance, waste diversion, facility feasibility analysis, and operational assessment.

Mr. Davis has specific experience in:

- ♦ Analysis and design of customer rates for refuse collection, transfer, processing and disposal operations;
- ♦ Development and evaluation of competitive proposals for waste collection, recycling, and transfer service;
- ♦ Feasibility studies for waste processing, waste transfer, and landfill gas projects;
- Verification of the proper payment of solid waste fees;
- Management reviews of solid waste operations;
- Evaluation of alternative waste diversion programs;
- Solid waste program planning and funding; and,
- Evaluating internal management controls.

This specific experience is described in more detail on the following pages.

MSW CONSULTANTS

RESUME - DAVID L. DAVIS, CMA

Solid Waste Rate Analysis and Design

Analyzed time and motion data from municipal refuse collection operations. Determined the cost of automated residential and manual commercial collection service. Developed volume-based rates for residential customers.

Analyzed the incremental cost and savings related to implementing curbside greenwaste programs for several cities.

Developed computer spreadsheet models for several cities that allocate solid waste operating expenses among various service types and jurisdictions.

Reviewed proposals for solid waste rate adjustments for over 20 municipal clients. This included:

- Performing variance analysis and on-site detail testing of the service provider's financial and operational records;
- Evaluating the reasonableness and logical consistency of revenue and expense allocations;
- Evaluating the reasonableness of forecasted revenues and expenses;
- Making appropriate revisions to the proposed rate adjustments;
- Calculating new rates for various service types (i.e., residential, commercial, rolloff); and,
- Presenting findings and recommendations to city staff and elected officials.

Analysis of Solid Waste Transfer, Processing, and Disposal Facilities

Developed a computer spreadsheet model to allocate costs and set tipping fees for a county's two transfer stations and landfill. The model enabled the county to align the relationship between transfer tipping fees and disposal tipping fees based on market conditions and the county's operating costs. Developed a users' manual and trained county staff in the use of the model.

Performed a feasibility study of a proposed waste processing and transfer facility. Estimated the facility throughput and associated tipping fee for three alternative facility designs. Performed competitive analysis of nearby waste transfer and processing facilities. Determined the impact on residential ratepayers.

Evaluated an inter-agency agreement to participate in a proposed public-private partnership for waste transfer service. Performed a cost-benefit analysis and risk assessment, and developed a negotiating strategy for a city.



Evaluated the reasonableness of waste transfer and mixed waste processing fees offered by a private MRF operator to a city. Evaluated alternative waste transfer and disposal options available to the City. Performed a comparison of the proposed fees to the tipping fees from similar nearby material recovery facilities.

Analyzed the feasibility and valuation of a proposed landfill gas co-generation project.

Evaluated public/private partnership alternatives to develop a MRF/composting facility. The partners included a city and a county, two private haulers, and a local not-for-profit recycler.

Procurement of Solid Waste Services

Developed a request for proposals (RFP) document and draft franchise agreement for exclusive refuse collection and recycling service. Participated in public meetings to receive City Council and community input regarding alternative service features.

Evaluated a sole source proposal to a city for exclusive residential, commercial, and industrial solid waste collection and recycling service.

Evaluated a proposal to assign an exclusive refuse collection agreement to a group of investors. This involved evaluating the financial capability and service history of the investors, and presenting our findings and recommendations to city staff.

Conducted an analysis of two competing proposals to develop a material recovery facility and transfer station. Analyzed financial as well as public policy and siting issues.

Prepared a response to an RFP for an exclusive residential refuse collection contract. Developed bid prices and participated in subsequent contract negotiations; the contract included residential collection, curbside recycling, yardwaste collection, waste oil and household hazardous waste programs.

Developed criteria for a city for use in evaluating the qualifications of refuse collection companies in connection with the issuance of a Request for Qualifications for exclusive refuse collection service.

Verification Billing Accuracy and Proper Payment of Franchise Fees



Audited the receipts, disposal tonnage, and recycling tonnage of over 40 refuse collection companies to verify their AB 939 fee payments to various cities.

Assessment of Solid Waste Collection Operations

Performed a comprehensive financial and operational review of solid waste services provided by a franchised hauler, including reasonableness of rates charged, verification of fees paid to the city, reporting methods used at the recycling center, verification of proper billing in accordance with approved rates, analysis of customer complaints, and evaluation of the necessity of special service charges such as wheel-outs. Performed a route audit of all bin service customers.

Conducted a performance review of a city's exclusive franchised hauler that included an evaluation of the hauler's customer service, diversion reporting, and program implementation.

Supervised the evaluation of a city's residential refuse collection methods (both fully-automated and manual hard-to-serve accounts), vehicle routing, and maintenance operations.

Performed an assessment of the services provided to a city by its exclusive solid waste service provider. This included reviewing the service provider's management structure, personnel policies, billing procedures, internal controls, customer service, worker productivity, and tonnage tracking procedures. It also included reviewing the service provider's franchise agreements, compensation methodology, and rate structure. Documented findings and recommendations, and prepared a report for the City Council.

Developed internal control procedures to coordinate a city's billing system with the service provided by a disposal company. Converted a refuse collection company's manual route books to a computerized system. Conducted route audits and time and motion analyses of refuse collection operations.



Analyses of Public vs. Private Operations

Analyzed alternative public/private partnerships to develop and operate a material recovery facility. Obtained information about other public/private MRF partnerships. Developed alternative public/private arrangements and identified advantages and disadvantages of each on the projects stakeholders (i.e., county, city, refuse haulers, etc.).

Evaluation of Waste Diversion Programs

Evaluated the feasibility and estimated the cost of reaching 50% waste diversion without using a material recovery facility. Confirmed the city's current waste diversion rate using the method approved by the California Integrated Waste Management Board (CIWMB). Estimated the cost impact of using various waste diversion programs (i.e., curbside recycling, greenwaste, commercial and multi-family recycling, etc.) to reach the 50% diversion goal.

Evaluated a city's incremental cost and additional waste diversion resulting from proposed alternative residential recycling methods. The alternative methods included mixed waste processing, co-collection, co-mingled collection, and greenwaste collection.

Evaluated the efficiency of various waste diversion options for a City. The analysis included estimating and comparing the incremental cost per additional ton diverted for the various waste diversion options.

Evaluated alternative greenwaste collection methods for a City. The various methods included having residents provide their own containers, having containers provided by the service provider, and having every other week service. Evaluated the incremental cost and additional diversion for each method.

Solid Waste Program Planning and Funding

Developed and implemented a non-exclusive franchise system for refuse collection in a city with over 50 independent hauling companies. This involved reviewing the city's solid waste program costs, estimating the level of city-wide gross receipts, forecasting the franchise fee revenues to the city, developing a standard non-exclusive franchise agreement, conducting an orientation meeting with the city's refuse haulers, and developing application materials and procedures for the haulers to enter into non-exclusive franchise agreements with the city.



Assisted a city in evaluating alternative solid waste service arrangements. This included presenting city staff and a subcommittee of the city council with the advantages and disadvantages of public vs. private service, exclusive vs. non-exclusive service, and city-wide service vs. multiple service areas. Presented recommendations to the city council.

Analyzed the impact on system-wide refuse collection costs of alternative transfer station and landfill facility siting scenarios for a regional association of local governments. Developed a comprehensive financial model to calculate and analyze the system-wide cost of collection, hauling, processing, transfer, transportation and disposal for several alternative combinations of transfer stations, recycling facilities, and landfills.

Public and Private Sector Financial Administration

Served as accounting/finance manager for a city's municipally-owned electric and water utility. Responsible for accounting and rate analysis. Supervised the preparation of monthly financial statements and annual budget. Developed an accounting system for a joint powers agency with annual revenues of \$30 million.

Served as controller for the hauling and landfill divisions of a major waste management company. Responsible for budgeting, financial reporting, internal control, productivity measurement, cost analysis, billing, collections, customer service, and office administration. Served as a project controller for various capital projects, including a material recovery facility, an office/maintenance facility, and a landfill expansion.

Professional History

MSW Consultants, Temecula, California, February 2000 to present.

Hilton Farnkopf & Hobson (now HF&H Consultants): Newport Beach, California, Senior Associate, 1996 to January 2000; Associate, 1992 to 1995.

City of Riverside: Riverside, California, Utilities Accounting/Finance Manager, 1991 to 1992.

Waste Management, Inc.: Lancaster and Hemet, California, Controller, 1986 to 1991.



Professional Organizations

Southern California Waste Management Forum (Member – Board of Directors) Solid Waste Association of North America (SWANA) Institute of Management Accountants (IMA)

Publications and Speeches

"Solid Waste Service Arrangements and Rate Setting" presented at the NBS Utilities Finance Workshops in Livermore and Temecula, May and June 2010.

"Greenwaste Briefing" Presented to the San Gabriel Valley Council of Governments Solid Waste Working Group, December 2008.

"Analyzing Cost of Services and Determining Rates for Solid Waste Agencies" presented at the American Public Works Association Annual Congress and Exposition in New Orleans, August 2008.

White Paper "Report to the City of Monrovia Regarding Service Arrangements for Solid Waste Collection," May 2008.

"Solid Waste: Rate Setting and Finance Guide, Analyzing Cost of Services and Designing Rates for Solid Waste Agencies, APWA Press, August 2007, 60 pages, with M. Rogoff, R. Flint and B. Wallace.

"Managed Competition: The Credibility Factor." Presented at SWANA's 37th Annual International Solid Waste Exposition, October 1999.

"Comparing Waste Transfer, Processing and Disposal Alternatives: A System-wide Approach." Presented to the San Gabriel Valley Council of Governments Solid Waste Committee, March 31, 1997,

"Cost-Based Rates: The Route to Commercial Collection Efficiency." MSW Management - The Journal for Municipal Solid Waste Professionals, September/October 1996.

Continuing Education

Managing Municipal Solid Waste Systems, SWANA Transfer Station Technical Course, SWANA

Professional Certification

Certified Management Accountant, IMA

Appendix B

Exhibit A - RFP Project Schedule and Price Proposal Form

EXHIBIT A: Request for Proposals **Project Schedule & Price Proposal Form**

Request for Proposals Mailed & Distributed

25 October 2013

Proposals Due:

02 December 2013

Anticipated contract start date: Wednesday

11 December 2013

Project Schedule

Commencement Date: Anticipated to be 11 December 2013

Draft Report:

February 14, 2014

Comments Received: March 7, 2014

Final Report:

March 28, 2014

Topic Area	Price Proposal
1. Cash controls & procedures	\$3,795.00
2. Staffing	\$3,795.00
3. Day to day operations	\$4,195.00
4. Director	\$4,600.00
5. Small volume transfer stations	\$8,800.00
6. Organizational structure	\$6,800.00
7. Potential alternatives to JPA	\$7,893.00
Draft Report	\$9,856.00
Final Report	\$5,178.00
Presentation, Project Management, and Expenses	\$7,372.00
TOTAL NOT TO EXCEED	\$62,284.00

Please attach a rate sheet indicating billing rates for all personnel and services to be used as part of this project. Prices may be shifted between topic areas, but the' Total Not To Exceed' amount may only be adjusted by a Change Order to the Agreement.

Proposal Receipt Form DNSWMA Assessment Proposals

2-Dec-13

Received		
on Time?	Company	Notes _
Ves	Resource Recycling Systems	11137 AM 02 DEC13
les	SCS Engineers	11:37 AM 02 DECB
Yes	R3 Consulting Services	11:37 AM 02 DEC13
Yes	Greenway	Via e-mail, on time
	<u>'</u>	
-		
·		
1		
	1 110	
Attest:	Ullo Wark	DNSWMA Acting Director

DNC Clerk of the BOS

CONSULTING SERVICES AGREEMENT PROJECT: ASSESSMENT OF THE DEL NORTE SOLID WASTE MANAGEMENT AUTHORITY

THIS AGRE	EMENT ("Agreement") ution by the Del Norte	is made and entere Solid Waste Manag	d into on the day ement Authority,
a joint powers	authority hereinafter a California	referred to as	"AGENCY", and
"CONSULTANT".			

RECITALS

WHEREAS, AGENCY issued a Request for Proposals for Assessment of the Del Norte Solid Waste Management Authority ("RFP") on October 25, 2013;

WHEREAS, CONSULTANT responded to the RFP with a Proposal that the Agency finds acceptable;

WHEREAS, AGENCY has chosen to contract with CONSULTANT and CONSULTANT agrees to provide the services as described herein to AGENCY; and

WHEREAS, CONSULTANT is qualified by virtue of the skill, experience, ability, background, certification and knowledge of its team members to accomplish the services described in this Agreement.

NOW, THEREFORE, the parties mutually agree as follows:

1. AGREEMENT.

- **1.01. Term.** This Agreement covers services rendered from December 11, 2013 until the completion of the Services provided for herein.
- 1.02. Documents. The RFP and Proposal submitted by CONSULTANT are expressly made a part of this Agreement as though fully set forth herein. The terms of this Agreement will control in the event of any inconsistencies between either the RFP or the Proposal and this Agreement. In the event of any inconsistency between the RFP and the Proposal, the Proposal will control.

2. SERVICES TO BE PROVIDED.

- 2.01. Scope of Services. The services to be performed by CONSULTANT consist of those services enumerated in the Scope of Services attached hereto as Exhibit A and incorporated herein by this reference.
- 2.02. Records. Upon request, AGENCY will provide to CONSULTANT, without charge, all data, including reports, records, and other information, now in AGENCY's possession, which may facilitate the timely performance of the services to be provided under this Agreement.
- 2.03. Deliverables. CONSULTANT must provide as a final deliverable, as part of that deliverable, copies of all pertinent computer files on CD-ROM or a USB drive, IBM format. AGENCY uses the following programs: Microsoft Word 2003, WordPerfect X4, CorelDraw 11. CONSULTANT may, however, submit said computer files in the format of the program from which the files originated. All printed materials submitted to the AGENCY will be printed on both sides using at least 50% recycled paper, minimum 20% post consumer content unless otherwise requested by AGENCY.
- 3. TIME FOR PERFORMANCE. Consultant is to commence work immediately upon the execution of this Agreement and will continue until the work to be performed under this Agreement is completed. A draft report is due 45 days after execution of this Agreement. A final report is due 15 days after CONSULTANT receives comments on the draft report. CONSULTANT must submit any requests for extensions of time for performance in writing to the AGENCY no later than ten (10) calendar days after the occurrence of any event or condition which purportedly caused the delay, and in no event later than the date on which performance is to be complete.
- 4. COMPENSATION. CONSULTANT will be compensated as follows:
 - **4.01.** Rates & Expenses. CONSULTANT will bill and AGENCY will pay the hourly rates and expenses as detailed on Exhibit B attached hereto and incorporated herein by this reference.

4.02.	Not-to-Exceed Limit.	Compensation under this Agreement is not
	to exceed \$	·

- 4.03. Monthly Invoice. For work under this Agreement, payment will be made per monthly invoice, payable 30 days from the date of the invoice. All invoices must be itemized, and state the services performed and expenses necessarily incurred. The itemized statement must specifically set forth compensation and expenses by assigned subtask as described in the Scope of Services, the total compensation and expenses for each subtask billed as of the date of the statement, and the total billing for all compensation and expenses from contract inception to the date of the statement. AGENCY reserves the right to require substantiation of any item of claimed expense. Overly generalized listing of task descriptions are not acceptable, rather, CONSULTANT must provide a detailed description that will provide a meaningful record to an independent auditor reviewing task description. Any work product or memoranda or other written material described in the entries must be produced for AGENCY as requested. Billings under this Agreement may not be provided in more than six minute increments (1/10 of an hour).
- 4.04. Extra Work. At any time during the term of this Agreement, AGENCY may request that CONSULTANT perform "extra work." As used herein, "extra work" means any work that is determined by AGENCY to be necessary for the proper completion of the project, but which the parties hereto did not reasonably anticipate would be necessary at the time of the execution of this Agreement. CONSULTANT may not perform, nor be compensated for, extra work without the prior written approval of the AGENCY. Any extra work will be compensated at the hourly rates applicable to this Agreement.
- 4.05. Record of Expenses. CONSULTANT must keep accurate records of payroll, travel and expenses. These records will be made available to AGENCY upon request.
- **4.06. Final Payment Withholding.** AGENCY reserves the right to withhold the final payment to the extent that:
 - there is defective work/service that has not been remedied by CONSULTANT; or

- ii. there are claims against CONSULTANT or any of its subcontractors for labor or materials furnished; or
- iii. CONSULTANT has not made proper payments to subcontractors, employees or materialmen; or
- iv. CONSULTANT has defaulted on any other term or condition of this Agreement.
- 4.07. Final Payment Acceptance. Acceptance by CONSULTANT of the final payment will constitute a waiver of <u>all</u> claims by the CONSULTANT except those previously made in writing and still unsettled.

5. INSURANCE REQUIREMENTS.

- 5.01. Endorsements. AGENCY, its elected officials, officers, employees, agents and representatives must be named as additional insureds on all policies required under this Agreement. The insurer must waives the right of subrogation against the AGENCY and its elected officials, officers, employees, agents and representatives. All insurance policies must be primary and non-contributing. No policy may be cancelled or materially changed unless 30 days' written notice by insurer to AGENCY has been given.
- **5.02.** Workers' Compensation Insurance. CONSULTANT must maintain workers' compensation insurance in accordance with applicable state law.
- 5.03. Insurance Types and Amounts. CONSULTANT must maintain general commercial liability and automobile insurance against claims and liabilities for personal injury, death, and property damage, providing protection of at least \$1,000,000 for bodily injury or death to any one person for any one accident or occurrence and at least \$1,000,000 for property damage. CONSULTANT must also maintain professional liability insurance in an amount of \$1,000,000 per claim.
- **5.04.** Acceptability of Insurers. All insurance required by this Agreement may be carried only by responsible insurance companies licensed to do business in California. Insurance is to be

- placed with insurers with a current A.M. Best's rating of no less than A: VII.
- 5.05. CERTIFICATES. CONSULTANT must provide AGENCY with copies of all policies or certificates required by this Agreement within 7 days of commencing work. If CONSULTANT fails to acquire and submit policies or certificates, then CONSULTANT must cease work and AGENCY is relieved of any further obligations under this Agreement.
- 5.06. Notification of Claims and/or Actions. CONSULTANT hereby covenants and agrees to notify AGENCY within seven (7) calendar days of CONSULTANT's actual knowledge of same, of any and all claims made and/or actions filed against CONSULTANT or any officer, official, employee or agent of CONSULTANT, for any cause whatsoever arising out of the services to be performed by CONSULTANT pursuant to this Agreement.

6. CONSULTANT REPRESENTATIONS AND WARRANTIES.

- 6.01. Familiarity with Work. By executing this Agreement, CONSULTANT warrants that: (1) it has investigated the scope of work to be performed; (2) it has reviewed the background materials provided with the RFP; and (3) it understands the difficulties and restrictions of work under this Agreement.
- **6.02. Proposal.** CONSULTANT affirms and warranties the representations and contents of its Proposal submitted in response to the RFP.
- **6.03.** Licenses, Certifications, Etc. CONSULTANT represents that it possesses or will obtain all necessary state and local licenses, certifications, or other credentials necessary for the performance of work under this Agreement.
- 6.04. Confidentiality. All idea, memoranda, appraisals, procedures, drawings, descriptions, computer program data, input record data, written information, and other documents and data either created by or provided to CONSULTANT in connection with the performance of the Agreement, except documents or blank spreadsheets produced by agencies of the State of California or the

United States, are to be held confidential by CONSULTANT. Such materials must not, without the prior written consent of the Agency's Representative, be used by CONSULTANT for any purposes other than the performance of the services under this Agreement. Nor may such materials be disclosed to any person or entity not associated or connected with the performance of the scope of services under this Agreement. Nothing furnished to CONSULTANT that is otherwise known to CONSULTANT, is generally known, or has become known, to those in CONSULTANT's profession will be deemed confidential.

6.05. No Conflict of Interest. CONSULTANT (including principals, associates and professional employees) warrants and represents that it does not now have any investment or interest in real property and will not acquire any interest, direct or indirect, in the area covered by this Agreement or any other source of income, interest in real property or investment which would be affected in any manner or degree by the performance of CONSULTANT's services hereunder. CONSULTANT further warrants and represents that in the performance of its duties hereunder no person having any such interest may perform any services under this Agreement.

7. INDEMNIFICATION.

- 7.01. Indemnification for Reliance on Recommendations. CONSULTANT agrees to indemnify, defend and hold harmless AGENCY and its elected officials, officers, agents, and employees from any and all claims, liabilities, expenses, fines or damages of any nature, including reasonable attorneys' fees, arising from actions taken by AGENCY that were recommended by CONSULTANT.
- 7.02. Professional Acts or Omissions. For claims arising from CONSULTANT'S professional acts or omissions, CONSULTANT agrees to protect, defend and hold harmless AGENCY and its elected officials, officers, agents, and employees from any and all claims, liabilities, expenses, or damages of any nature, including reasonable attorneys' fees, for injury or death of any person, or damage to property, or interference with use of property, to the extent arising out of the negligent performance and/or willful acts or omission of CONSULTANT, CONSULTANT'S agents, officers,

- employees, subcontractors, or independent contractors hired by CONSULTANT.
- 7.03. Other Acts or Omissions. For any other claim arising from any other act or omission, performance or non-performance by CONSULTANT under this Agreement, CONSUTLANT agrees to protect, defend and hold harmless AGENCY and its elected officials, officers, agents, and employees from any and all claims, liabilities, expenses, or damages of any nature, including reasonable attorneys' fees, for injury or death of any person, or damage to property, or interference with use of property, to the extent arising out of this Agreement by CONSULTANT, CONSULTANT'S agents, officers, employees, subcontractors or independent contractors hired by CONSULTANT.
- 7.04. Exception. The only exception to CONSULTANT'S above-named responsibilities to protect, defend, and hold harmless AGENCY is due to the sole negligence of AGENCY as adjudged by a court of competent jurisdiction. CONSULTANT must bear any initial burden of protection, defense, and hold harmless until such court judgment is rendered.
- 7.05. Application. This indemnification agreement applies to all liability, regardless of whether any insurance policies are applicable. Policy limits do not act as a limitation upon the amount of indemnification to be provided by CONSULTANT.
- 8. TERMINATION OF AGREEMENT. This Agreement may be terminated by AGENCY immediately for cause (default) or by either party without cause upon 30 days prior written notice of termination. Upon termination, CONSULTANT will be entitled to compensation for services performed up to the effective date of termination.
 - **8.01.** Events of Default. Each of the following constitutes an Event of Default ("Event of Default") under this Agreement and is cause for immediate termination of this Agreement by AGENCY:
 - i. Failure to Cure. The failure to correct any breach, (i) within ten (10) days of written notice from AGENCY, however, if the nature of the breach is such that it can be cured but will reasonably require more than ten (10) days to cure,

CONSULTANT will not be in Default so long as CONSULTANT promptly commences to cure the breach and diligently proceeds, but no additional time will be allowed to cure for failure to pay any amount due under this Agreement; or (ii) immediately, if the breach is such that the health, welfare, or safety of the public is determined to be endangered by the AGENCY Director.

- ii. Misleading Representation. Any representation or disclosure made to AGENCY as an inducement to entering into this Agreement or any future amendment or Change Order to this Agreement, that proves to be false or misleading in any material respect, as of the time the representation or disclosure was made, whether or not the representation or disclosure appears as part of this Agreement is a misleading representation.
- 8.02. Payment for Services Rendered. If any portion of the services required under this Agreement is terminated or abandoned by AGENCY, then AGENCY must pay CONSULTANT for any work completed up to and including the date of termination or abandonment of this Agreement. AGENCY will be required to compensate CONSULTANT only for work performed in accordance with the Agreement up to and including the date of termination.

9. GENERAL PROVISIONS.

- 9.01. Professional Ability of CONSULTANT. AGENCY has relied upon the professional training and ability of CONSULTANT to perform the services and scope of work hereunder as a material inducement to enter into this Agreement. CONSULTANT must therefore provide properly skilled professional and technical personnel to perform all services required by it to be performed under this Agreement. All services performed by CONSULTANT must meet and conform to the standard of quality ordinarily to be expected of competent professionals in CONSULTANT's field of expertise.
- 9.02. Independent Contractor. AGENCY and CONSULTANT are and at all times will be and remain independent contractors as to each other, and no joint venture, partnership, agency or other legal

relationship that would impose vicarious liability upon one party for the act or omission of the other is created by this Agreement. CONSULTANT acknowledges that CONSULTANT will not be covered under AGENCY's employee benefit plan. Except as is expressly set forth herein, each party will bear full and sole responsibility for its own expenses, liabilities, costs of operation and the like. Neither party has the power to bind the other party or to assume or to create any obligation or responsibility, express or implied, on behalf of, or in the name of the other party. CONSULTANT has proposed to use specific persons from its staff to perform work in connection with the scope of services. Only competent workers may provide the services requested. Any person employed, who is found to be incompetent, intemperate, troublesome, disorderly or otherwise objectionable, or who fails or refuses to perform work properly and acceptably, must be immediately removed from the project by CONSULTANT and not re-employed on the project.

- 9.03. Non-Discrimination. CONSULTANT covenants not to discriminate based upon race, color, creed, religion, gender, marital status, age, disability, national origin, or ancestry, in any activity pursuant to this Agreement.
- **9.04.** Compliance with Law. CONSULTANT will comply with all applicable local, state and federal laws and regulations.
- 9.05. Conflict of Interest. CONSULTANT must at all times avoid conflicts of interest or the appearance of a conflict of interest in the performance of this Agreement.
- 9.06. Ownership of Work Product. All documents and other information developed or received by CONSULTANT for work performed under this Agreement are the property of the AGENCY. CONSULTANT will provide the AGENCY with copies of these items upon demand.
- **9.07.** Waiver. Waiver of a breach or default under this Agreement will not constitute a continuing waiver of a subsequent breach of the same or any other provision under this Agreement.

9.08. Notices. All notices must be either personally delivered or mailed, via first class mail with USPS to the below listed address. These addresses will be used for delivery of service of process. Notices mailed will be effective three (3) business days after the date of mailing, or upon the date of personal delivery.

If to AGENCY:

DNSWMA

With a copy to: DNSWMA

Attn: Tedd Ward

Attn: Chair of the Board

1700 State Street

1700 State Street

Crescent City, CA 95531

Crescent City, CA 95531

If to CONSULTANT:

Name

Contact

Address

City, state, zip

9.09. Time of Essence. Time is of the essence in the performance of this Agreement.

- **9.10. Assignment.** This Agreement or any part hereof may not be assigned by CONSULTANT without the prior written authorization of AGENCY.
- **9.11. Entire Agreement.** This Agreement constitutes the entire agreement between the parties and supersedes any previous agreements, oral or written.
- **9.12. Modification.** This Agreement may be modified or its provisions waived only by subsequent mutual written agreement executed by both parties.
- 9.13. Governing Law and Venue. This Agreement will be governed by and interpreted in accordance with the laws of the State of California. Any action commenced arising from this Agreement must be filed in the Del Norte County Superior Court located in Crescent City, California.

- 9.14. Attorneys' Fees. In the event any legal action or proceeding, including an action for declaratory relief, is commenced to interpret or enforce the terms of, or obligations arising out of this Agreement, or to recover damages for the breach thereof, the party prevailing in any such action or proceeding will be entitled to recover from the non-prevailing party all reasonable and necessary attorney's fees, costs and expenses.
- **9.15.** Severability. Should any provision of this Agreement be found unenforceable or invalid by a court of competent jurisdiction, the remainder of this Agreement will remain enforceable.
- 9.16. Execution. This Agreement may be executed in several counterparts, each of which constitute one and the same instrument and will become binding upon the parties when at least one copy hereof has been signed by both parties hereto.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed this 11th day of December, 2013 at Crescent City, California.

DEL NORTE SOLID WASTE MANAGEMENT AUTHORITY	ATTEST:
By: Richard Enea, Chair	Tedd Ward, Clerk of the Board
	APPROVED AS TO FORM:
	Martha D. Rice, Legal Counsel
CONSULTANT	
By:	

EXHIBIT A SCOPE OF SERVICES

EXHIBIT B RATES & EXPENSES

Del Norte Solid Waste Management Authority Budget Transfer

					Budget Trans	fer Amount(s)
Department Name	Fund	Dept.	Line Item	Description	Reduce Expenditures or Increase Revenue	Increase Expenditures or Reduce Revenue
Solid Waste	422	421	10010	Payroll - Admin		
Solid Waste	422	421	20231	Professional Services		
					<u> </u>	
Department complete and send CAO. Round amounts up to who			or transfer number b	efore sending to Total Amounts	\$ -	\$ -
Department Justification - Include	de cover le	tter that a	iddresses the followi	ing: 1) Reason for request; 2) Why sufficient balar	nces exist to financ	ce transfer; 3)
Department Head Si	gnature		-	Date	-	
AUDITOR'S OFFICE: SUFFICIE	NT BALA	NCES EX	IST PER ABOVE			
7,05170110 017102, 00.710.2						
Date			Dep	uty Auditor- Controller	•	
Classification Rev#	Classification Rev#		budget revision form			
Auditor's Office: Sufficient balance (Unde	es exist per er \$100 Aud		approves)			
Deputy Auditor-Controller			Date			
TR No	Budget R	evision No	D	_		
Includes Revenue Appr	opriation_	R	equires 4/5ths Vote			
Passed by the Del Norte Solid W	faeta Man	acement /	Authority on			
rassed by the Del Notte Solid W	rasta Migili	ageineilt t	additionary on			
Ayes:						
Noes:						
Absent:						
				-		
Attest: Clerk of the Board				Dishard Fore Obels		
P				Richard Enea, Chair Del Norte Solid Waste Managem	ont Authority	
By: Richard Holley, Clerk of DNSWMA				Del Norte Solid Waste Managem	on Authority	
Indiana Honey, Olera of DNOVINA						



DEPARTMENT OF RESOURCES RECYCLING AND RECOVERY

1001 I STREET, SACRAMENTO, CALIFORNIA 95814 • WWW.CALRECYCLE.CA.GOV • (916) 322-4027
P.O. BOX 4025 MS 9A, SACRAMENTO, CALIFORNIA 95812

November 25, 2013

Tedd Ward Acting Director Del Norte Solid Waste Management Authority 391 Front Street, Crescent City Ca, 95531

RE: 2012 Electronic Annual Report (EAR) review complete; No further Information needed.

Dear Mr. Ward:

In accordance with the Integrated Waste Management Act (IWMA), CalRecycle staff must review a jurisdiction's Electronic Annual Report (EAR) within 120 days. The intent of this review is to evaluate the implementation of Source Reduction and Recycling Element (SRRE) and Household Hazardous Waste Element (HHWE) programs.

I'd like to inform you that I have completed Del Norte Solid Waste Management Authority's EAR review, and at this time, I do not have any further questions.

Note that CalRecycle staff-recommended per capita disposal indicators for all jurisdictions will be posted at: http://www.calrecycle.ca.gov/LGCentral/DataTools/Reports/DivDispRtSum.htm. A jurisdiction's per capita disposal rate alone is not determinative of its effort to implement its SRRE and HHWE programs. Rather, program information submitted within the EAR and verified through LAMD staff site visits and other findings will be included in a scheduled Department review, every two or four years, to evaluate a jurisdiction's effort in meeting disposal reduction requirements.

Should you have any questions about the EAR review process, please contact me at (916) 341-6465 or by email: spencer.fine@calrecycle.ca.gov.

Respectfully,

Spencer Fine Integrated Waste Management Specialist

CC:

Terry Brennan, CalRecycle